

# A Tool Box for Successful Grants

Alabama's  
Black Belt

A Project of:  
**ADECA**  
AND  
*The Black Belt  
Action Commission*



OFFICE OF THE GOVERNOR

**BOB RILEY**  
GOVERNOR



STATE OF ALABAMA



**BOB RILEY**  
GOVERNOR

Community Leaders and Volunteers of Alabama,

I am proud to say working for a new day in Alabama was a promise I made and now a new day has arrived.

For the first time in Alabama history we are combining our strengths; state and local governments, for-profit and not-for-profits, individuals and organizations are all working together to build a better Alabama.

The foundation of a house must be strong and capable of weathering time. If the foundation cracks, the whole house is unstable. Just like the foundation of a house, the people of this state are the foundation for Alabama.

This manual is just one step in the process of strengthening our citizens, community, and our state. We are establishing methods of identifying applicants for **all** grants so that the citizens of Alabama can be assured that we are leaving no stone unturned when looking to generate economic and community growth for our state.

We hope this manual will empower Alabamians with the knowledge and tools necessary to not just dream, but to turn those dreams into reality.

I wish you great success and good luck in all that you endeavor to do. I thank you and Alabama thanks you.

Sincerely,

A handwritten signature in black ink, appearing to read "Bob Riley".

Bob Riley

# Acknowledgments

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## Disclaimer

This guide has been prepared by the Alabama Department of Economic and Community Affairs (ADECA) to serve as a primer for municipalities, counties, and nonprofits seeking grant assistance.

ADECA prepared this manual with the shared opinions of the Alaskan Department of Community and Economic Development (ADCED) Division of Community and Business Development. None of the above stated entities, or any of their employees, makes any warranty, express or implied, or assumes any legal liability or responsibility for the accuracy, completeness, or usefulness of any information, apparatus, product, or process disclosed, or represents that its use would not infringe privately owned rights. Reference herein to any specific commercial product, process, services by trade name, mark, manufacturer, or otherwise, does not necessarily constitute or imply its endorsement, recommendation, or favoring by the U.S. Government or any agency thereof. The views and opinions of authors expressed herein do not necessarily state or reflect those of the United States Government or any agency thereof.

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# Preface

## The Purpose of This Manual

Increasingly, communities are looking to the Department of Economic and Community Affairs and other state, federal, corporate, and foundation grant sources to fund local community development and economic development projects. Many communities do not have the expertise available on an on-going basis to apply competitively for grant funds. This Training Manual will provide communities with a comprehensive discussion about how to successfully plan for, write, apply for, and administer grants.

The Training Manual discusses the grant process generally, and provides tips, ideas, examples, and advice that is applicable across a wide spectrum of grant opportunities.

**It is not written for a particular grant program, or grant source.**

## How This Manual is Organized

The Manual is organized into 8 sections:

- The pre-application
- Planning your project or program
- Grant information resources
- Grant writing 101
- Grant budgeting
- Grant administration
- Additional grant management considerations
- Conclusion

We have used examples of real life grant proposals, both good and bad, to illustrate how to put a grant proposal together. The names of communities and organizations that submitted these proposals have been changed to preserve anonymity.

The appendices at the back of the Manual provide you with addresses of appropriate agencies and organizations, a listing of grant-related documents, and valuable sources of grant funding (government, corporate, and foundation) information.

## How to Use This Manual

This manual is organized to help you successfully plan for, write, apply for, and administer a grant. Each section stands alone although we encourage you to read the manual from the beginning. For additional information contact the Alabama Department of Economic and Community Affairs at (334)242-5591 or via internet <http://www.adeca.alabama.gov>



# Introduction

Alabama's local governments face difficult choices every year during budget time. Local elected officials must grapple with cuts to needed programs and services, as well as with increased local taxes and user fees to cover the costs of providing basic services. Too often, the costs in the operating budget leave little or no funds to pay for needed capital projects.

To address the need for capital project financing, communities are looking more and more to funding sources from outside the community. Typically, these sources are legislative grants and state agency program grants; however, funds may also be sought from federal sources and even from private corporations and non-profit foundations.

The purpose of this training manual is to provide usable, practical information to municipalities, non-profit, and other entities; to provide them with the tools to help secure grant funds. The contents of the training manual represent information that community officials need.

Reading this training manual does not guarantee that a community will receive grant funding. The real value of the training manual is that, if incorporated into a community's decision-making process, the community will have carefully thought through their grant request and will be well prepared to apply for and administer grant funds.

Good luck and good grant hunting.

# Pre-Application

As you develop and write a grant application, you will be asked to include a wide range of information. You need to completely understand what information is important to include and why it is requested.



Before any grant paperwork is ever started, the organization or community needs to make sure that it is eligible to compete for the grant funds under the grant application guidelines.

This is the first stage of the pre-application process.

## A. Determining Eligibility

If the potential eligibility of the organization or community is in question, prior to submitting the grant application call the grantor agency and ask them for assistance. It is better to determine eligibility "up front." Don't waste your valuable time and energy only to find out that your organization or community is ineligible for funding.

Harriet L. Warm, a national expert on foundation grants, offers several useful guidelines for grant seekers.<sup>2</sup>

- Establish that the grant proposal meets a real need.
- Provide convincing solutions to the problems you are addressing.
- Determine if the scope of the proposed solution is appropriate to the size of the problem.
- Determine if the project or program really requires foundation, corporate, or government support. Consider if other funding alternatives are available.
- Approach funding agencies likely to be interested in your proposal; determine if they have the resources you require.
- Submit your grant proposal in the most appropriate format.
- Prepare your organization so that it can receive grants. Obtain documented nonprofit tax status, if applicable.
- Understand the grant review process and timetable.

Use the "Pre-Application Checklist" in [Appendix A](#) to help you determine if your community or organization is eligible to apply for a grant.

## B. Types of Grants

Once eligibility has been determined, you are then ready for stage two of the pre-application process:



There are basically two types of grants: Capital Improvement Project (CIP) Grants or Program Grants.

- ✍ Capital improvement project grants are intended to fund the construction or improvement of community facilities.
- ✍ Program grants are primarily to help pay for a special local program or project.

Occasionally, grant funds may be used to do both. Both types of grants will be discussed so that you can apply the appropriate grant writing principles to either type, capital improvement or program, grant application.

Private corporations and foundations award grants to communities for various purposes. In general, these funding sources are less publicized compared to state and federal grant programs. Finding the appropriate corporate or foundation grant requires doing some homework.

Although grants are not generally thought of as sources of revenue, they provide funds to build facilities and provide program services. **Grants are not free money.** Careful thought and consideration should be given about the effects a grant may have on the organization and/or the community.

# Planning the Project or Program

## **“Plan your work and work your plan.”**

Planning is simply the process of organizing your ideas about what you want to accomplish and putting these ideas together into a strategy to get a particular job done.

### **A. Capital Improvement Planning**

One form of planning is capital improvement planning. Capital improvement planning includes a process of developing a list of community projects which involve a major expenditure and have a useful life of several years.

Among communities in Alabama, dozens of capital improvement projects can be identified, from protecting health and life safety to providing recreational opportunities that can make your community a better place to live, work, and play.



Consider the following criteria when you prioritize (rank in order of most important to least important) the capital improvement needs of your community or organization:

- ✍ Is the project needed immediately, or can it wait?
- ✍ Will the project benefit the entire community or a small segment of the community?
- ✍ Will the project be self-supporting or easy to support in terms of operation and maintenance costs, or will it become a financial burden upon the community?
- ✍ Are any funding programs available to finance the project now, which may not be available in the future?
- ✍ Is the project related to other projects? Does the project need to be constructed before another project can be constructed? Would it be logical to combine this project's construction with that of another project? Can this project be phased over several construction seasons?

Answering these questions objectively will help you with the next step in the grant writing process which is preparing a capital improvement plan list.

### **B. Preparing Your Capital Improvement Planning List**

During the capital improvement planning process a prioritized capital improvement project list (CIP List) should be prepared.

- ✍ This list needs to be completed before you apply for any grant funds.

✍ Community support for the CIP list should be well documented.

Communities or organizations can use a variety of ways to solicit and document citizen participation. For example:

- Community-wide meetings, public hearings, petitions requesting written ideas, and suggestions about local needs;
- Community surveys that identify the proposed project as a priority;
- Recommendations from committees which have been established for specific purposes;
- Planning documents such as comprehensive community development or overall economic development plans;
- Local civic club meetings; and
- Community-sponsored potluck dinners or picnics



**“Whatever means are used in determining local needs, remember that everybody in your community is important and their opinions count. Every effort should be made to discover what residents feel local problems are and their**

An appropriately worded example of a public participation plan and how local residents had input into a project:

**Example:** A public hearing was held in the City of Opportunity on March 28, 2005 to comment on the Fuel Depot Addition. Public hearing notices were posted on March 5, 2005, in three public places. A quorum of the city council was established. The city administrator reviewed the project with the participants. The floor was then open to the public for comments. The participants showed full support for the project...

The city administrator conducted a telephone survey of the homeowners and commercial users to see if they were interested in purchasing heating oil in the community and to find out the annual fuel consumption. The survey found that four out of five commercial users would like to purchase heating oil in the community and their average annual use is 330 gallons.

## Recap

Funding agencies want to know that the grant they might fund is supported by community residents and that local community leaders are dedicated to the project as well. In addition to the community commitment, you need to ask some very specific questions (Who, What, and How) about the nature of your project. A

worksheet has been provided in Appendix B to help you answer the 'who', 'what', and 'how' of your project development.

# Grant Information Sources

Most funding for capital projects comes from the State, but there are a number of other potential funding sources that should not be overlooked. The federal government funds a number of different programs, as do non-profit organizations, private corporations and foundations. A variety of sources of information are available that you can use to fund your project or program.

## A. State Government Grant Funds

State grant funds may be obtained in three ways: 1) through state agencies in the budget that the Governor submits to the Legislature each January; 2) through CIP requests that are made directly to the community's legislative delegation; and, 3) through competitive grant programs, such as ADECA's Community Development Block Grant (CDBG) Programs.

### State Agency Budgets

Several state agencies provide for capital projects in their annual budgets. For example, the Department of Transportation (DOT) each year funds maintenance improvements or construction of highways, docks, harbors, airports, and state buildings. The Department of Education (DOE) maintains a priority list for school construction and improvements, while the Department of Conservation Natural Resources (DCNR) funds improvements for state parks. Other departments may also fund capital projects in their annual budgets, for example, the Department of Health and Social Services (DH&SS) funds construction of a halfway house, or the Department of Fish & Wildlife funds construction of fisheries improvements, and so on.

State agencies that fund capital projects maintain priority lists that are updated annually. If your community is interested in a project that appears likely for funding through a state agency budget, such as utilities, transportation or schools, contact the appropriate agency right away. Agency budgets are submitted to the Governor's Office. There, a decision is made regarding which projects will be presented to the Legislature as part of the Governor's annual budget.

### State Agency Grant Programs

State agencies also provide numerous competitive grant programs. It is these programs (as well as federal programs such as those available from the Economic Development Administration and the Department of Housing and Urban Development), and how to apply successfully for funds, that is the focus of this handbook.

### ADECA

The Alabama Department of Economic and Community Affairs (ADECA) was created by the Legislature in 1983 with the primary purpose to "encourage comprehensive and coordinated planning and programming of economic and community affairs."

Over the years the wide range of ADECA programs have been administered with this purpose in mind. As budget belts tighten and the demands for increased services arise, the need for more assistance is overwhelming. An arm of the Governor's Office, the Alabama Department of Economic and Community Affairs administers programs that provide vital resources to meet economic and community development needs throughout Alabama. ADECA administers federal programs that help communities, governments, institutions, and citizens to initiate or continue hundreds of worthwhile projects.

Four federal agencies supply the bulk of the grant funds administered by ADECA. The U.S. Department of Labor is the largest single source of revenue and the resources it provides are managed by the Office of Workforce Development. The next largest source is the U.S. Department of Housing and Urban Development from which funding for Community Development Block Grants is received. Block grants from the U.S. Department of Health and Human Services provide another major source of funding for programs that are administered by ADECA's Community Services Division. The Law Enforcement and Traffic Safety Division manages numerous programs funded through the U. S. Department of Justice. Additional resources are provided by the U.S. Departments of Transportation, Energy, Education, Interior, the Appalachian Regional Commission, and the General Services Administration. ADECA's programs help children, the elderly, the poor, the disadvantaged, and persons with disabilities all across the state. The department also assists small businesses, high-tech industry, schools, colleges, non-profit agencies and local governments to cultivate programs that train, educate, and employ Alabamians.

### **Delta Regional Authority**

The authority, created in December 2000, encourages the development of new jobs and basic improvements to enhance quality of life. The DRA's formula for strengthening economies is to improve education, infrastructure, transportation and businesses with an emphasis on private enterprise. The Alabama Department of Economic and Community Affairs oversees the program in Alabama and works with local, state and regional agencies to implement program goals.

In addition to the overall focus of the Delta Regional Authority, short, middle and long-term goals have been developed for the Alabama counties with an emphasis being placed on creating jobs and eliminating poverty.

Secondary goals have also been established for each Local Development District. These LDDs serve as committees that represent local governments. The 20 Alabama counties that are part of the Delta Regional Authority are served by six LDDs, which may be comprised of one or more counties.

Each of the member counties in Alabama has been defined as a "distressed county," where the unemployment rate is greater than the national average, a substantial loss in population has occurred, a major industry or business has closed, or a major disaster or emergency has been experienced. At least 75 percent of the total funds



allocated to the authority are invested in distressed counties and half of those funds must be earmarked for transportation and infrastructure improvements. Projects that have a regional impact receive special priority.

Barbour	Conecuh	Lowndes	Pickens
Bullock	Dallas	Macon	Russell
Butler	Escambia	Marengo	Sumter
Choctaw	Greene	Monroe	Washington
Clarke	Hale	Perry	Wilcox

### **Alabama Department of Homeland Security**

The Alabama Department of Homeland Security was established by an act of the Alabama State Legislature and signed into law by Governor Bob Riley on June 18, 2003. Alabama is the first state in the Nation to create its own legislatively enacted Cabinet-level Department of Homeland Security. The mission of the Alabama Department of Homeland Security is to work with our federal, state, and local partners to prevent acts of terrorism in Alabama, to protect lives and safeguard property, and if required, to respond to any acts of terrorism occurring in Alabama. To accomplish this mission, the Alabama Department of Homeland Security works closely with both public and private sector stakeholders in a wide range of disciplines: law enforcement, emergency management, emergency medical, fire services, public works, agriculture, public health, public safety communications, environmental management, military, transportation, and more. Since its inception, the Alabama Department of Homeland Security has administered, throughout Alabama, more than \$71 million in federally appropriated homeland security grants.

The Fiscal Year (FY) 2005 Homeland Security Grant Program (HSGP) integrates the State Homeland Security Program (SHSP), the Urban Areas Security Initiative (UASI), the Law Enforcement Terrorism Prevention Program (LETPP), the Citizen Corps Program (CCP), the Emergency Management Performance Grants (EMPG), and the Metropolitan Medical Response System (MMRS) Program Grants into a single application kit. Funding from this combined program will significantly enhance the ability of states, territories, urban areas, and local agencies to prevent, deter, respond to, and recover from threats and incidents of terrorism. The Governor of each State<sup>1</sup> has designated a State Administrative Agency (SAA) to apply for and administer the funds under HSGP. The SAA is the only agency eligible to apply for HSGP funds and is responsible for obligating HSGP funds to local units of government<sup>2</sup> and other designated recipients.



**Application requirements, eligibility, deadlines, and other factors are different from grant program to grant program so be sure to check the requirements for each program**

## B. Federal Government Grant Funds

The federal government has a number of agencies that provide technical assistance and/or funding for program grants and capital improvement grant projects. In addition, there are a number of excellent sources of information on the subject of federal grants including:

- Federal Register—The official daily publication for rules, proposed rules, and notices of Federal agencies and organizations, as well as executive orders and other presidential documents. <http://www.gpoaccess.gov/fr/index.html>
- Rural Information Center (RIC)—Provides information and referral services to local, tribal, state, and federal government officials; community organizations; rural electric and telephone cooperatives; libraries; businesses; and, citizens working to maintain the vitality of America's rural areas. <http://www.nal.usda.gov/ric/>
- Cooperative Extension Service (CES)—In 1995, the Alabama Cooperative Extension System was formally created, including Alabama A&M University and Auburn University, with Tuskegee University cooperating. <http://www.aces.edu/>
- Catalog of Federal Domestic Assistance—The online Catalog of Federal Domestic Assistance gives you access to a database of all Federal programs available to State and local governments (including the District of Columbia); federally recognized Indian tribal governments; Territories (and possessions) of the United States; domestic public, quasi-public, and private profit and nonprofit organizations and institutions; specialized groups; and individuals. [www.cfda.gov](http://www.cfda.gov)
- Grants.Gov— Grants.gov allows organizations to electronically find and apply for competitive grant opportunities from all Federal grant-making agencies. Grants.gov is THE single access point for over 900 grant programs offered by the 26 Federal grant-making agencies. [www.grants.gov](http://www.grants.gov)
- Firstgov— FirstGov.gov, the official U.S. gateway to all government information, is the catalyst for a growing electronic government. Our work transcends the traditional boundaries of government and our vision is global—connecting the world to all U.S. government information and services. [www.firstgov.gov](http://www.firstgov.gov)

## C. Private Corporation and Foundation Funds

Corporations and foundations throughout the United States gave away one hundred and eight billion dollars (\$108,000,000,000) in grants in 1991. Health, medical, education, arts, research, minorities, and social service groups were among those benefiting from corporate and foundation funding.<sup>9</sup> For example, Native Americans received \$27.1 million in 1990, according to *The Foundation Grants Index, 1992*.<sup>10</sup>

Private corporations and foundations sometimes award grants to local governments for a variety of purposes. In general, corporate and foundation funding sources are less publicized in comparison with state and federal government grant programs. There are over 27,000 foundations in the United States<sup>11</sup>. They rarely advertise, so it is up to you to locate those with the interests, capabilities, and geographic scope to match your grant proposal.



**Do not limit your grant seeking to just one source. Solicit start-up funds from a variety of sources including corporations, foundations, state and federal governments.**

Three excellent sources of foundation and corporate giving information are:

- ✍ The Foundation Center [www.fdncenter.org](http://www.fdncenter.org)
- ✍ The Nonprofit Resource Center of Alabama [www.nrca.info](http://www.nrca.info)

## **D. Local Sources of Funds**

If your project has a high local priority and outside funding is not available, it may be possible for your community to finance a small capital improvement project. Local taxes; fund raising programs such as bingo, a community carnival, or fair; or user fees may provide financing for a small project. A loan or sale of municipal bonds may finance a larger project, but these funds must eventually be repaid by user fees or local tax revenues.<sup>15</sup>

A number of excellent sources on local financing include:

- National Small Flows Clearinghouse— a nonprofit organization, we provide objective information about onsite wastewater collection and treatment systems for communities of less than 10,000 people. The NSFC is the only national resource of its type dealing with small community wastewater infrastructure. [http://www.nesc.wvu.edu/nsfc/nsfc\\_index.htm](http://www.nesc.wvu.edu/nsfc/nsfc_index.htm)
- National Association of Towns and Townships (NATaT) <http://www.natat.org/>
- Department of Economic and Community Affairs (ADECA) [www.adeca.alabama.gov](http://www.adeca.alabama.gov)
- Alabama Small Business Development Center (SBDC) <http://www.asbdc.org/>
- University of Alabama Small Business Development Center (SBDC) <http://sbdc.cba.ua.edu/>

## **E. Getting Support for Grant Funds**

Regardless of your source of grant funds, you need to conduct an organized effort to gain support of your grant proposal, seek support from elected officials, and community leaders. The idea here is to make sure that your project or program gets the attention it needs and that there are no questions or problems with your proposal that you have not already addressed.

Before you start writing the grant application it is a good idea to contact the grant-making agency. Make inquiries in person if you can. If not, a telephone call is recommended. If a telephone call is not possible, then write the agency a letter. A visit, call, or letter may save you much time and work. It provides you with basic information before initiating the time consuming task of preparing the grant application.

**Tip: Support for Grants**



**“Maintain contact with the state agencies and your local legislative officials on a monthly basis, and more frequently during the later part of the legislative session when Budget**



# "Grant Writing 101"

A basic rule about writing grants is that the harder it is for a reviewer to read, understand, and "digest" the contents of your application, the less likely it is that your application will be funded. You want to submit a "reviewer friendly" grant application. You want your proposal to be evaluated on its merits, rather than be dismissed because of poor organization, poor formatting, or some other factor not related to the actual merits of the proposal.

Remember that a "real" person or a review committee of "real" people will be reviewing your grant application. No reviewer wants to read an application that is confusing, incomplete, contains too much or too little information, is poorly organized, poorly written, or is illegible.



**"The first step in writing a grant is reading the directions."**

*Quoted from: Grant Writing 101, by Grant Writing 101*

## A. What To Do Before You Write Your Grant Application

Pay attention to, and follow to the greatest extent possible, the following twelve suggestions and hints. They are meant to help you submit an organized, competitive grant application that will make your application stand out and get full consideration by the reviewers. However, remember ANY instructions in a solicitation should be followed completely.

### 12 Tips

1. **Type.** Prepare your application by using the instructions in the solicitation. If no instructions were given, then contact the funding organization and ask if there is a preferred format.
2. **Be organized.** Make sure the information is well organized within the application. You don't want reviewers to have to "tab" pages and constantly flip back and forth to find the information they need. This drives reviewers crazy. Reviewers are human, too. Give them the information needed to understand your proposal. If you are referring to a particular section or document, include the page number so that the reviewer can locate the necessary information quickly and accurately.
3. **Be prepared.** If a little information is good, it does not necessarily mean that more information is better. Don't provide any more information than is needed to make sure your proposal is clearly and completely presented. A two-inch thick grant application may look impressive, but it may also contain irrelevant or unnecessary information.

4. **A picture is worth a 1,000 words.** Use photographs if words cannot adequately explain the physical condition, topography, location, or some other factor(s) that is important to convey to the reviewer. One city, for example, used photographs of its water source, and made a very strong point about the need to have a replacement dam constructed.
5. **Use your own words.** Don't use big words, or technical terms or phrases, when your idea or proposal can be explained with regular, every day language. Sometimes the use of technical terms cannot be avoided. Just be sure that you know the meaning and usage of those terms, and that their meaning is clear to the reviewer.
6. **Know your subject.** Even if you have a wonderful project or proposal, if it is poorly thought out, or if the person who prepared the application doesn't understand it very well, it will be impossible to convey it clearly to the reviewers. Be sure you have thought everything through and understand it before you try and explain it on paper to reviewers who may have never been to your community.
7. **Practice makes perfect.** Make a "dry run" presentation of your grant proposal to a friend, spouse, or co-worker. You would be surprised how quickly the weak or "thin" spots show up when you try to explain your ideas to another person or group. This way, you can identify any weak areas and correct them before the application is submitted.
8. **Be neat so that the reviewer can follow your project.** Put the right information in the right section. This sounds simple, but many applications have been submitted with information carelessly arranged under the various grant categories. Pay attention to the requirements for information under each section.
9. **Make it easy for the reviewer of your project.** Imagine that the reviewer knows nothing about your project or proposal. Everything the reviewer has to know must be contained in the application. Ideas important to your application that may be clear in your mind mean nothing to the reviewer unless it is expressed in the application. So, don't make the reviewer guess, or try to fill in the gaps, or make assumptions about what you are trying to say. Say it yourself, clearly and concisely.
10. **Be honest and realistic.** You have probably heard the saying, "You can't make a silk purse out of a sow's ear." This means you cannot make a bad project or proposal into a good one no matter how well or completely you describe it. Don't distort facts or make intentional misstatements which can be easily dismissed and may cause the reviewer to question the accuracy of your proposal.

11. **Don't be afraid to ask for help.** If you have a question about the application, always check with the grantor agency. Speak directly to the person who administers the grant program to which you are applying.
12. **Be professional.** Never misrepresent your project or proposal in an application, for two reasons. First, it probably means that the project is not needed or is not ready to go. Second, reviewers who find out they have been deceived will be much more likely to review subsequent applications from your community with suspicion and mistrust.

## B. Preparing Your Grant Application Narrative

### Introduction

The next section describes the Program Narrative. The program narrative contains sections dealing with descriptions of existing conditions, explanation of need, goals and objectives, and action planning.

### The Program Narrative

The program narrative is the most important part of the grant application. It is the body, or "guts" of your grant proposal. It is what your proposal is all about, what you want to do. The narrative should first identify existing conditions, the nature of the proposed project (project need), and explain why the current situation is not satisfactory. You need to explain how the project or program will create a more satisfactory solution by meeting the needs of your community. You do this by describing your goals, objectives, and action plan in the program narrative.<sup>18</sup>



At a minimum, your program narrative should contain:

- ✍ Identification of Existing Conditions.
- ✍ Explanation of Need.
- ✍ Project Goals and Objectives.
- ✍ Project Action Plan (also known as "Activities" or "Tasks").

<b>Figure 4.1</b>
<b>Example of Description of Need, Goals, Objectives, and Activities</b>
<b>Description of Need:</b> We want to encourage and motivate residents of Baxter Island by improving the skills they require to assume leadership



responsibilities for the betterment of the community.
<b>Goal:</b> Enhance the social and economic well-being of the community of Baxter Island, by developing active, effective leaders for the twenty-first century.
<b>Objective:</b> To increase the leadership and organization skills of 20 participants from Baxter Island by the end of the year.
<b>Activities:</b>
1. Increase individual communication and organization skills by conducting three four-hour workshops prepared by the university's cooperative extension service.
2. Enhance skills in conducting meetings and reaching group decisions through participation in a year-long training seminar.

Adapted from: *Developing Community Leadership: the EXCEL Approach*, University Extension, Missouri Rural Innovation Institute and *Volunteer For Minnesota: A Project For Developing Public/Private Partnerships in Communities*, Minnesota Office on Volunteer Services.

## Identification of Existing Conditions

The program narrative should capture your reader's interest. Write the way you talk. A conversational tone is one of the best ways to get your message across. Don't use "bureaucratese" or jargon. Use your own words. A proposal in your own words shows more thought and effort, so it appears to the reviewer that you have a greater level of concern about your particular issue(s).

Two hypothetical examples of appropriately worded program narratives that describe the existing condition of a problem or need:

**Example #1** Salmon Village is a small, predominantly Native community, on the shore of Lake Parker and is extremely isolated. Any emergency situation must be dealt with by the community on its own. The nearest help is always a plane flight away. In the Spring of 1993, the village had to deal with a crisis. We had to bring a patient with a spinal injury from fish camp into town to be flown out to Anchorage. We don't have an ambulance so we had to transport the patient on the back of a Honda four wheeler. A pick-up truck was then used to transport the patient to the airstrip. . .

**Example #2** The XYZ Hockey Association proposes to construct and maintain a regulation size hockey rink to develop a youth hockey program in our village. Over the past two years, strictly through donations and volunteer efforts, we have managed to erect a regulation size rink on leased land adjacent to the community center . . . This project will continue to improve upon this facility . . .

## Explanation of Project Need

Once you have described the existing condition, write the project need section. Lee Decker, with the Congressional Research Service at The Library of Congress, states:

The project need section should be a simple statement of the existing problem or condition for which a solution is being sought, and how a solution would benefit the local people. The "problem" (better expressed as a challenge or opportunity) should be defined in terms that will allow the grantor agency to see that there is a specific problem which can be resolved within a reasonable time frame and with a reasonable amount of money.<sup>19</sup>

Four appropriately worded examples of (fictional) project need statements:

**Example #1** There is a continuous need for energy conservation and home improvements within Lonesome Dove Village. Typically homeowners in the village use up to 45 percent of their disposable income to heat their homes. Energy conservation alternatives are desperately needed to reduce the cost of heating homes which will also increase the circulation of the limited amount of cash within the local economy.

**Example #2** This project will address the need within Canyonville to provide day care assistance for working families through the establishment of a Day Care center. The lack of adequate day care assistance within the community is of great concern to working families, and we currently have no facility available to address this need constructively.

**Example #3** There is a continuous need for jobs within Arrowhead Village. Within the last 10 years, many villagers have been leaving the village to pursue economic opportunity in other parts of the state. We want to provide our children with a future here in Arrowhead Village so that they can have healthy and productive lives. One of the economic development projects we want to pursue is development of a cottage industry that develops locally produced souvenirs and totem poles.

**Example #4** This project will enable the City of Wildwood's municipal lands to be surveyed as required under the Alabama Native Claims Settlement Act (ANCSA). Once accomplished, the City can sell lots to interested individuals. Once the lots are surveyed, it will alleviate controversy within the community and take the guess work out of the lot line boundaries.

## Project Goals and Objectives

Once you have completed the project need section, the next step is to write the goals and objectives you expect will achieve the results you want. A goal is defined as a general or broadly written statement of desired results which will solve a specific problem or meet a specific need. It must answer the question about where you want to go.

Four examples of appropriately worded (fictional) goal statements using the previous examples:

**Example #1** Reduce the cost of home heating for the residents of Lonesome Dove Village.

**Example #2** Provide a safe and nurturing day care environment that promotes the physical, social, emotional, and cognitive development of young children which reflects and reinforces the cultures, values and needs of local families in Canyonville.

**Example #3** A "quality" product-line of Arrowhead Village souvenirs and totem poles will be in production by the end of the 3rd quarter.

**Example #4** Survey lots in the City of Wildwood so that villager residents can have clear title to their land and resolve any existing site control problems.



The above goal statements are clear, simple, and direct. When writing goals remember the **KISS Rule – Keep It Short and Simple**.

When the goal section is completed, write the project objectives. An objective is a measurable statement that helps you to achieve the overall goal. The objective "is a statement of what the outcome will be - a specific measurable outcome. An objective is what one intends (not hopes) to have accomplished at the end of a specified time."<sup>20</sup>

The statement of the objective should contain the following three basic elements:

- States exactly what will be accomplished during the project period;
- States how it will be done, expressed in quantity and/or degree of quality; and
- States when it will be accomplished.

Objectives should be specific, measurable, achievable, and compatible with the overall goal. Fairbanks-based grants writer and consultant, Cynthia Adams, recommends that objectives start with the word "To" followed by a verb (an action word).<sup>22</sup>

Examples of four appropriately worded (fictional) statements of objectives:

**Example #1** To perform energy audits on the 35 houses in Lonesome Dove Village by the summer of 1994.

**Example #2** To develop a day care facility providing day care assistance for 35 local families.

**Example #3** To develop a profitable small-scale cottage industry that employs 15 local employees using locally manufactured products by the end of 18 months.

**Example #4** Survey 25 lots by the end of the 3rd quarter.

Clearly, if you have defined a problem, challenge, or opportunity then your objectives should offer some relief to the problem, challenge, or opportunity. If the objectives stated above, for example, are successful, then certain effects, results, benefits, or impacts to your organization or community may be expected.



Be sure to state the results or benefits you expect from the achievement of the objective. Results should be expressed in terms of improvements to your community or improvements in the capability of

### Project Action Plan

Okay, so now you have written about the existing condition, described the project need, and established the goals and objectives you want to accomplish with your project. What's next? Well, objectives don't just happen. Activities are required to actually accomplish your goals and objectives. Activities should be presented in logical order which show the process needed to complete these objectives. Activities are outlined in an action plan. Figure 4.2 displays a project action plan format.

A good action plan has at least five elements: Activities (also known as "Tasks" or "Action Steps"), Persons Responsible, Resources ("Contacts"), Budget, and Time Frames ("Completion Date").

1. **Activities** (Tasks) -- Describes the steps to be taken to achieve the objectives in your grant.
2. **Persons Responsible** -- Indicates the individuals responsible for completing project tasks.
3. **Resources Needed and Available** -- A listing of agencies and other individuals who should be contacted or who might be helpful in getting the grant project tasks done.
4. **Budget Available** -- Describes actual revenues and expenditures that will be necessary to achieve the goals of your grant project or program.
5. **Time Frames** (Completion Date) -- Describes when the grant project tasks will be completed.

**Figure 4.2**

#### **Example of Project Action Plan**

Name of Community:

Goal of this Activity				
Objectives of this Activity:				
What are the Activities? (Tasks)	Who Will Do It? (Persons responsible)	Resources Needed and Available?	Budget Available	Completion Date (Time Frames)

*Adapted from: "Community Action Planning," Evaluating Service-Learning Programs, Washington, D.C., ACTION, National Service Volunteer Program, Washington, D.C., 1978 Source: Minnesota Office on Volunteer Services: Volunteer For Minnesota: A Project for Developing Public/Private Partnerships in Communities.*

## Recap

A goal is a very general statement to work toward. For example, "The River Forest Community Association will develop hiking trails for use by community residents."

Objectives are specific statements which describe what you wish to achieve by a certain time in the future and how you expect to accomplish those tasks. For example, "To utilize 20 teenage volunteers to build 10 miles of hiking trails in Green Valley Park by October 30, 1994."

Finally, the action plan allows you to plan out the activities to accomplish the goals and objectives. It allows you to monitor progress as you go through the planning, implementation, and evaluation stages of your capital project or program. The project action plan should be a "detailed description of what you will specifically do to accomplish or meet the objectives."<sup>24</sup>

To prepare your own action plan, we have included a "Project Action Plan Worksheet" in [Appendix C](#).



# The Grant Budget

A budget must be submitted with a grant proposal. It shows how much it will cost to accomplish your goals and objectives as stated in the program narrative. Even though the budget only represents a preliminary estimate of the cost of your project, budgeted amounts should be as specific as possible.

The budget is comprised of two major parts:

- Budget Narrative
- Budget Summary



"Make your budgets detailed, not general. The more information you include, the fewer questions will come up at the decision table."

--Cynthia Adams, *Introduction To Grant Writing*<sup>25</sup>

## A. The Budget Narrative

A budget narrative describes each of the budget categories. The budget narrative should be stated in broad terms, yet allow the reader an accurate understanding of the budget.<sup>26</sup> Each budget category should be explained in as much detail as possible. Be specific.

Several examples of appropriately worded budget narratives for different line items are noted:

**Example #1** The following are quoted freight costs from Alabama Outport Transportation Association, obtained on 12/12/91.

Item	Weight	Rate	Cost
Lumber	30,000#	4.00 per100#	\$1,200
Concrete	90,000#	2.93 per100#	\$2,637
Rebar	705#	12.60 per 100#	\$88.83

**Example #2** Insurance: C.H.I. of Alabama, Inc. Project insurance is calculated at approximately \$288 which represents Workmens' Compensation based on 12 percent of the wages of \$2,400.

**Example #3** Rental Equipment: Bulldozer, front-end loader, and dump truck to be rented from Canyon Village. Total of 160 hours at \$75.00 per hour equals \$12,000. The examples relate to the budget narrative for equipment rental, insurance, and freight cost line items.

## B. The Budget Summary

The Budget Summary outlines the funds requested from the grant agency. It also shows all other sources of funding for your project or program, including any cash and in-kind contributions. It's the "page of numbers" that shows how much your project or program costs and the funding source for each part. Be sure to round off amounts to the nearest dollar. Always, always, always double-check your math.

Most budgets are arranged with two columns: "Budget: Sources of Funding" and "Budget: Cost Categories." The "Sources of Funding" are located across the page (horizontally). See Figure 5.1. It indicates who will pay for each service or item. The "Cost Categories" column is shown down the page (vertically). It indicates what you want to purchase and separates costs into specific line-item categories. See Figure 5.2 for example of cost categories.

An example of a grant line-item budget is located in Appendix D.

### **Budget Sources of Funding**

The "Sources of Funding" (horizontal - across the page) include:

- Grant You Are Applying for;
- Other State and/or federal funding agencies, foundations, or private corporations which are also directly or indirectly contributing to this project;
- Local cash; contributions from local government city councils, village councils and corporations, businesses, or private donations;
- In-kind contributions; non-cash contributions like facilities, goods, services, land, time, space, personnel, materials, and equipment calculated at fair market value.

**Figure 5.1**

#### **Example of Budget Sources of Funding**

<b>Grant You Are Applying For</b>	<b>Other State or Federal Funds</b>	<b>Local Cash Contributions</b>	<b>In-kind Contributions</b>
\$	\$	\$	\$
\$	\$	\$	\$

*Sources: Pulling Together: A Manual For Community Development, State of Alabama, Department of Health & Social Services, Fall, 1990 REDI-CDBG Grant Application Handbook*

### **Budget: Cost Categories**

The "Cost Categories" (vertical - down the page) identify and separate costs under the following line item categories: (See Figure 5.2 below.)

- Labor (also known as "Wages" or "Personnel Services")



- Fringe Benefits
- Travel, Per Diem
- Facility Expenses
- Supplies
- Equipment Rental
- Contractual
- Insurance
- Other
- Indirect Costs (also known as "administration")

An example of a labor and fringe benefits worksheet is located in Appendix F.

**Figure 5.2**

**Example of Cost Categories as Part of Overall Grant Budget**

	Grant you are applying for	Other State or federal funds	Local cash contributions	In-kind contributions
Labor				
Fringe Benefits				
Travel / Per				
Facility				
Supplies				
Equipment				
Contractual				
Insurance				
Other				
Indirect				
<b>Total</b>				

*Sources: Pulling Tx gether: A Manual For Community Development, State of Alabama, Department of Health & Social Services, Fall 1990; FY94 REDI-CDBG Handbook and Application packet; and, FY94 REDI-RDA Application and Handbook, Department of Community and Economic Development.*

Individual line item cost categories are explained in more detail below.

**a. Labor (also known as "Wages" or "Personnel Services"):** Salaries and wages for project staff, temporary and/or occasional employees. (Note: consultants and others not being paid fringe benefits are listed in the category "Contractual").

**b. Fringe Benefits:** Include federal withholding taxes, Social Security tax, Medicare, workers' compensation insurance, FUTA Tax (applies only to non-profits), and UI, unemployment tax. The fringe benefits percentage rate (%) is also included.

Generally, fringe benefits are computed at 25 percent of salaries. Actual fringe benefits depend on the length and type of employment, salary, and the type of insurance coverage the employee elects to carry, etc.

**c. Travel, Per Diem:** Allowable costs include airfare, taxi, car rental, private vehicle mileage, and per diem. Per Diem is for travel outside the local community and pays for meals and lodging. Per Diem rates vary among local, state, and federal grant making agencies. Be sure to check the grant application for any specific requirements.

**d. Facility Expenses:** Allowable expenses include costs of renting/leasing office space, utilities, repairs, telephone, and materials for building renovations. Funds requested for renovations should be itemized to indicate costs

**e. Supplies:** Allowable costs may include, but are not limited to items such as office supplies, program supplies (arts, crafts, posters, videos, pamphlets, books, etc.,) household supplies and cleaners and medical supplies.

**f. Equipment Rental:** Maintenance and repairs of equipment that is owned, leased, or rented (typewriters, copy machines, computers); audio/visual equipment, lease or rental of equipment (typewriters); and, purchase of equipment.

**g. Contractual:** Professional fees and costs of bringing a consultant to your agency to give training, workshops, and lectures. Subcontractors to other agencies for services; stipends paid to local people for a special activity or class. Other allowable costs in this category may include subscriptions to journals, and printing / advertising.

**h. Insurance:** Allowable costs include insurance and bonding. For example, the RDA program requires a minimum of \$300,000 in General Liability; \$100,000 per person/occurrence Workmens' Compensation; and \$100,000 Automobile Liability, if applicable. Consult the "Yellow Pages" in order to obtain information about insurance.

**i. Other:** Identify and attach appropriate documentation.

**j. Indirect Costs:** Indirect costs are also referred to as "administrative overhead." They are the costs of administering program activities, which are difficult to link to a single program activity.

## **C. Getting the "Biggest Bang for Your Buck"**

### **Introduction to Leveraging**

There are several ways to make grant funds stretch even further so that you get the "biggest bang for your buck." The concept of "leveraging" means that you use one source of money to enhance and supplement other sources.

Let's look at three different ways you can leverage your sources of grant funds.

### **"Percentage and/or In-Kind Match"**

One method is to provide a percentage and/or in-kind match. The state's Rural Development Assistance (RDA) grant program requires a 25 percent local cash or in-kind contribution to support the project. Without this contribution the grant application will receive fewer points used to calculate grant awards.

### **"In-Kind Match"**

A second method is to provide an "in-kind match". This means your community makes non-cash contribution towards your project. Non-cash contributions can be in the form of goods, services, land, facilities, space, personnel, materials, and equipment calculated at fair market value.

The federal Small Cities Community Development Block Grant Program (CDBG) requires matching and in-kind contributions in order to qualify for funding. CDBG requires that a "minimum of 25 percent of the match from other sources be cash. The remaining 75 percent of the match may be in the form of in-kind distributions."

### **"Dollar for Dollar Leverage Match"**

A third method is to "leverage" grant funds with two or more funding sources which are similar to the percentage and/or in-kind match noted above.

The Community Development Block Grant-Rural Economic Development Initiative Grant Program (CDBG-REDI) requires that each applicant match each dollar requested from CDBG-REDI with a dollar from other non CDBG-REDI sources.

Grant projects and programs are more fundable if you can identify local sources of cash, in-kind contributions. In addition some grant sources allow the organization to leverage other sources of grant funds for your program or project match. A description of matching in-kind contributions appears in Figure 5.3. Requests for funding are looked at more favorably when you can show that your community and its residents care enough about the project to contribute to it, either as cash or with in-kind contributions. Be sure to state how *much* in-kind contributions would have cost if you had to purchase them.

**Figure 5.3**

**Description of matching in-kind contributions.**

<b>Matching Grant Contributions</b>	<b>Matching Grant In-kind Value</b>
(a) <b>Goods</b> (describe)	Value:
(b) <b>Services</b> (describe)	Value:
(c) <b>Lands</b> (describe)	Value:
(d) <b>Facilities</b> (describe)	Value:
(e) <b>Equipment</b> (describe)	Value:

*Adapted from: FY 94 REDI-RDA Handbook and Application; FY93 REDI-CDBG Grant Application Handbook, Department of Community and Economic Development.*

## **D. Revising Your Grant Budget**

A budget revision may be needed from time to time to allow the transfer of funds from one cost category to another, for example, from travel to supplies. Generally, a budget revision is prepared when costs in any one line item category exceed 10 percent of the original budgeted amount for that line item category. Contact the grant making agency for specific information on how to revise your grant budget. Most grant making agencies both allow and expect budget revisions.

Remember, each grant making agency has its own rules about making changes to the grant budget. For example, under the state's RDA grant program, any changes to the budget beyond the limits authorized by the grant contract must be approved by formal amendment to the grant agreement.

## **E. Financial and Other Reporting Requirements**

Receiving funds from the grantor agency requires regular financial reports, usually on a monthly or quarterly basis. Be aware of reporting deadlines and be sure to submit them on time. If you can't meet the grant report deadline call the grantor agency and explain why you won't be able to meet it.

Financial reports are made on forms provided by each grant making agency. They show how you spent funds received and how much is left. Contact the grantor agency if you have specific questions or concerns about completing the forms. Contact the grant making agency if you have any questions or need help. The grantor agency wants your project to be successful just as much as you do.

An example of a state grant progress/advance request report has been included in [Appendix F](#). Each grantor agency has their own forms (budget, grant progress reports, etc.).

# Grant Administration

**“Does the Applicant have the ability to properly manage the grant funds and comply with all requirements?” -*RDA Grant Program Handbook***

Each grantor agency needs to be sure that you (the grantee) will be able to properly manage the grant if it is awarded. Therefore, it is very important to document all past completed grant projects to show that your community or organization has a good financial management "track record." Also, you should be able to demonstrate that you have adequate accounting and financial procedures in place to insure proper accountability of grant funds. The most recent audit that the community or organization has contracted should reflect this accountability and should be attached to the grant application, if applicable.

We have enclosed a "Grantee Administrative Capability" Checklist in [Appendix G](#) to help determine if you have adequate accounting and financial procedures in place to administer a grant.

Don't overlook the fact that some grant making agencies may not fund your project if you already have another grant under contract with that agency. For example, the Small Cities CDBG-REDI program will not fund another CDBG-REDI project unless two conditions are met: (1) a minimum of 75 percent of non-administrative funds have been expended and reported on the existing grant; or (2) the project is complete.

## A. Grant Conditions

Before any money is given to a successful grant applicant, a grant agreement (also called a contract) is usually written between the grantee (your community or organization) and the grantor (grant funding agency). The grant agreement identifies the terms and conditions governing the grant program and identifies specific record keeping and reporting requirements. Typically, grantees will be reimbursed only for work or services performed under the provisions of the grant.



As a general rule, no costs are reimbursed before the grant agreement is signed. Be sure to keep any and all program related records, reports, receipts, invoices, documents, and any pertinent information.

## B. Administering the Grant Contract

Signing a grant agreement does not free your community or organization from further obligations; it is really just the start of your grant responsibilities. You will be responsible for properly managing grant funds and satisfying any reporting requirements. Also, your community or organization is responsible for seeing that the project is completed properly and on schedule.



The grant agreement, once negotiated, is a legal document which governs the administration of the grant. Regardless of the source of the grant, each grant agreement will most likely include the

- ✍ A beginning and ending date;
- ✍ The amount of grant funds provided, as well as the amount and source of other funds committed to the program or project;
- ✍ A detailed project description outlining the scope of work to be completed;
- ✍ A detailed budget for implementation of project activities;
- ✍ The schedule for implementation of project activities;
- ✍ The general and/or special terms and conditions associated with the grant;
- ✍ A schedule for submitting financial reports and program reports.

Your community or organization should establish policies and procedures for administering a grant contract. Appropriate policies and procedures are discussed in more detail below.

## C. Components of the Grantee Accounting System

An accounting system needs to be set up to properly track project revenues and expenditures. Keeping financial records up-to-date and in order is a must. It is advisable to open a separate bank account for the grant and keep all information in a separate ledger or in a separate area of the general ledger. This will make it easier to keep track of and account for grant funds.

Typical components of a grant project accounting system include:

- **Chart of accounts**—A record of revenues and expenditures by source of funding used for financial reporting to the grant funding agencies.
- **Check register**—A record of every check written on the project or program account
- **Written records**—All transactions must be maintained, including receipts, signed contracts, and written accounts of any verbal agreements.
- **Payroll journal**—A record of all payments made for labor and project/program administration personnel. This information is used to determine state and federal payroll taxes

## D. Administrative Costs

As a grantee, you are encouraged to provide the necessary administrative support as an in-kind donation toward the project.



Administrative costs **MUST** be kept to a level which is as low as sound management and generally accepted accounting practices

Typically, administrative costs for equipment purchase type of grants are limited to not more than 5 percent of the total grant amount. Administrative costs for construction projects and other types of grants are generally limited to not more than 10 percent of the total grant amount.



Carefully review the grant application guidelines to determine if the project or program activities you want to undertake are eligible. Some administrative costs may or may not be allowed under a particular state or federal, corporate or foundation grant.

#### **Examples of Allowable Administrative Costs include:**

- Rent
- Telephone
- Photocopying
- Audit services
- Printing
- Advertising (for procurements or employment opening only)
- Legal expenses (if approved in the grant agreement)
- Administrative management
- Postage
- Accounting or bookkeeping
- Bonding
- Insurance
- Travel and per diem (if approved in the grant agreement)
- Advisory councils, meetings and conferences (if approved in the grant agreement)

#### **Examples of Ineligible Administrative Costs**

- Lobbying: (grant funds, including interest income earned on advances may not be used to lobby the Alabama Legislature for funds);
- Bad debts: (any losses arising from un-collectable accounts and other claims and related costs);
- Contributions and donations;
- Entertainment: (costs of amusements, social activities, and incidental costs); and
- Fines and penalties: (costs relating from violation of, or failure to comply with Federal, State, and local laws and regulations)





Be sure to check the grant contract language carefully to determine what administrative costs, if any, are eligible. For example, the Small Cities CDBG-REDI

grant and the state RDA grant allow for a maximum of 10 percent for administrative costs.

## **F. Getting Organized: The Grant Files**

Keeping organized project management files is a vital component of grant administration and cannot be over emphasized. Keeping your grant files neat, orderly, and up-to-date will help you find program and project information quickly.

The following section on organizing grant files provides you with a detailed outline on the contents of the four part grant file folder. The four-part grant file folder includes:

-  Document Files
-  Correspondence Files
-  Contract Files
-  Financial/Vendor Files

### **Document Files**

First, the document files should contain the grant application, the grant proposal, and the governing body resolution, if applicable.

The following generic grant information should also go in the document file:

- Grant title
- Grant number
- Budget/account code number
- Grant total
- Grantor name
- Grantor contact with phone number
- Community contact with phone number and fax number (if available)

If the project is for a capital project grant you should also enclose the following information:

- Request For Proposal (RFP)
- Invitation to bid/price quotes
- Bids/price quotes submitted, bid award
- Notice to proceed
- Construction / design / management contracts
- Contract change orders
- Construction certification of completion





Keep all of your documents together and be sure to put all of the grant documents in chronological order with the most recent on top.

### Correspondence Files

Second, correspondence files include letters from your organization to the grantor agency, from the grantor agency to you, and from the contractor to your community or organization, etc. Include in the correspondence file all of your notes that relate to your grant such as telephone conversations and the date; meeting notes and the date; any decisions made, questions asked, and be sure to include names, titles, and telephone numbers. Make sure correspondence is placed in chronological order with the most recent correspondence on top.

### Contract Files

Third, the contract file should always include the grant agreement ("grant contract") with any amendments made to it. Contract file information is placed in chronological order with the most recent data on top of the file.



The grant agreement **MUST** contain the following information:

- ✍ Signatures of both parties
- ✍ Beginning and ending dates
- ✍ All of the blanks filled in correctly
- ✍ Project/program scope of work
- ✍ Budget (sources of funding and cost categories)
- ✍ Administrative costs
- ✍ Indirect costs, if applicable
- ✍ Audit requirements (federal and/or state)
- ✍ Personnel requirements (e.g., EEO, DWFA, ADA, etc.)
- ✍ Any reimbursement instructions
- ✍ Any reference to state or federal statutes
- ✍ Any amendments to the grant agreement/contract

### Financial /Vendor Files

Fourth, the financial/vendor file includes the financial reports made to the grant making agency. Place all of the financial reports and any treasury warrants receipts in chronological order with the most recent on top. These files typically include:

- Grantee name and address
- Grant number
- Grant name
- Report number
- Project period (beginning and end dates)
- Report period
- Payment request
  - Previously reported expenditures
  - Expenditures this period
  - Total expenditures to-date
  - Less state or federal grant payments to-date (including advances)
  - Grant amount payable
  - State or federal grant payments requested
- Itemized expenditures
  - Check date
  - Amount
  - Vendor



# Some Additional Grant Management Considerations

A number of laws apply to federal and state grant programs. You must understand these federal requirements and, in most cases, follow strict guidelines in order to be eligible to receive and spend public funds. Three federal laws affecting employment, disabilities, and alcohol/substance abuse are noted below:

## Applicable Federal laws

### **Equal Employment Opportunity (EEO).**

State and federal grants require that equal employment opportunity be provided to all persons regardless of race, sex, religion, color, age, physical handicap, marital status, changes in marital status, pregnancy, parenthood, or national origin. This applies to all of those persons who participate in the development of the grant application, administration of the grant, use of a facility constructed with the grant, or who receive services provided by the grant.

### **Americans with Disabilities Act (ADA)**

The Americans with Disabilities Act (ADA) gives civil rights protections to individuals with disabilities similar to those provided to individuals on the basis of race, sex, national origin, age, and religion. It guarantees equal opportunity for individuals with disabilities in public accommodations, employment, transportation, State and local government services, and telecommunications.

The ADA requires that all new construction of places of public accommodation, as well as of "commercial facilities" such as office buildings be accessible to individuals with a disability. A disability is defined as "a person who has a physical or mental impairment that substantially limits one or more major life activities, a record of such impairment, or is regarded as having such impairment."

Under the state RDA and the Small Cities CDBG-REDI grant programs every applicant must submit an ADA Certification. Each RDA and CDBG-REDI grant activity which relates to capital projects involving new construction or alterations of existing facilities and to the employment of persons with disabilities must be in accordance with ADA.

See [Appendix H](#) for a copy of the Americans with Disabilities Act (ADA) Certification.

### **Drug Free Work Place Act of 1988 (DFWA).**

Local governments who receive federal grant funds must comply with the Drug-Free Work Place Act (DFWA) of 1988. This federal law requires local governments establish a drug-free work place policy.

## Federal Single Audit Requirements

The Federal government requires a Federal Single Audit be completed every fiscal year in which a State, Local, or Tribal government has received \$100,000 or more in Federal assistance. Federal financial assistance includes grant moneys, funds provided under contracts, loans or cooperative agreements, and any real property received. The Federal Single Audit includes an audit of the city's financial statements, such as in a Financial Audit, and includes testing the city's compliance with Federal laws, regulations, and grant agreement requirements.

Under the federal requirements, an audit is also required of State, Local, and Tribal governments which receive \$25,000 or more but less than \$100,000 in Federal financial assistance in a fiscal year. Cities receiving this level of Federal funds may have either a Federal Single Audit completed or may have an audit of just the Federal financial assistance they received.

Payment of audit costs can be made with administrative funds provided under each source of grant funding. If you have other state or federal financial assistance funding, which must also be audited, only a pro-rata (proportionate) share of the grant funds may be used to pay for the audit.

## Operation and Maintenance (O&M) Costs

Operation and Maintenance (O&M) costs are a very important consideration for any community or organization that wants to construct a capital project with grants. While the costs of construction may be covered in these grants, the community is usually expected to provide for the on-going expense of operating and maintaining the facility. Some communities have discovered that they cannot afford to operate and maintain a facility after it has been built. To avoid this situation, keep in mind that O&M costs can greatly exceed the original building costs. Operating expenses will have to be paid for with locally generated revenues such as user fees, service charges, rental fees, and so on.



“The ability to administer and build a project is important. It is even more important to demonstrate to the grant funding agency that your community or organization is capable of operating and maintaining a project after it has been built. No grant funding agency wants to be involved in a project that will not be operated or maintained in a

An analysis of the operation and maintenance costs of your capital project should be developed which evaluates how the operation and maintenance costs will be met and by whom. See Figure 7.1 for an appropriate format to schedule O&M costs. It is often useful to also compare existing O&M costs with those of a new or improved facility in your community. Determine any reductions in operation and maintenance

costs that will result from the proposed project or any other ways that you believe the project will result in long-term savings.

An example of an Operations and Maintenance (O&M) Worksheet is located in Appendix I to help you calculate present and future O&M costs.

**Figure 7.1**

**Estimated O&M Cost Format**

Line Item Expenditure	Estimated Costs	Source of Funds
Personnel	Cost:	Source:
Electricity	Cost:	Source:
Supply	Cost:	Source:
Insurance	Cost:	Source:
Maintenance	Cost:	Source:
Materials	Cost:	Source:
Other (explain)	Cost:	Source:

*Adapted from: FY93 REDI-CDB J Grant Application Handbook and FY94 REDI-RDA Handbook and Application packet, Department of Community and Economic Development*

## D. Site Control<sup>28</sup>

Ownership of land is one of the most basic things to consider when planning a community development or economic development project. Too often, ownership of land is overlooked or not dealt with until the construction phase of a project.



Determining site control should be incorporated as part of the initial capital improvement planning phase.

This will avoid delays or serious legal problems caused by the construction of facilities on private property without authorization.

### Definition of Site Control

Site control is defined as an enforceable right to use a parcel of land. This right must be formally given in writing. Verbal permission is not enough. This right is conveyed through a deed, lease, or easement. Site control is important because, without it, you may be wasting any money expended for a structure and could even be held liable for damage to land by the person who owns the land. Additionally, in many cases, State and Federal agencies will not release grant funds unless site control is shown.

**“Site control is the determination of land ownership or leasehold interest to ensure that the contractor controls the property on which the project will be located. It is necessary for all capital projects which require any construction.” Site Control Considerations**

Site control requirements depend upon the nature of the project. For example, if a permanent building is to be constructed, generally, you should either obtain title to the land (by deed) or obtain a right to use the land (lease or easement) for the life of the structure. A 20 year lease is considered sufficient in most cases.

Site control is needed for several reasons: protects public funds; protects the land owner; protects the grantee; insures the project will remain with the community; and reduces liability to the state.

### **10 Necessary Steps to Obtain Site Control**

1. Determine how much land is needed.
2. Decide where the site should be located.
3. Determine who owns the land.
4. Make sure there are no conflicts of record. This means that no one else owns or has an interest in the property.
5. Decide what type of interest you need (title, lease, easement).
6. Determine how to obtain the land (or interest in it) - purchase, lease, 14 (c)(3) reconveyance, eminent domain, donation.
7. Negotiate with the owner.
8. Obtain the transfer document from the owner.
9. Make sure the transfer documents are properly executed and legally binding (obtain legal advice, if necessary).
10. Record the transfer document in the proper recording office.

## **E. Attachments to the Grant Application**

Attachments to the grant application are documents which provide additional information to the grant making agency. Sometimes it is necessary to include documents which may be distracting if included in the main body of the grant proposal. Such items might include endorsement letters from supporting organizations or persons, resumes of key staff or consultants, tables, graphs and charts to document your problem or need statement, copies of any applicable state or federal permits, budget narrative, latest certified financial statement or audit, photographs and architect's drawings (if applicable), and any other materials which will help strengthen your proposal.

It would be helpful to have an attachment cover page that lists all of the attachments included in the grant application. The attachment cover page list will make it easier for the grant reviewer to find all of the documentation you have included in the grant packet.



# Conclusion

**"Be realistic. Be sensible. Be prepared."**

-Proposal Writing Format Guide<sup>29</sup>

## A. Some Final Thoughts on Project Completion

Upon completion of your project, whether it is a capital improvement project or a program grant, there is usually a requirement that the grant be "closed out" with the grantor agency and that a final audit and report be completed.<sup>30</sup>

Since the capital improvement project process is on-going, as are your community's needs, it is most likely that you will be seeking funding for other projects in the future.



Make sure that all of the agencies and people involved in your grant know that the project was successfully completed and that they played a part in doing something worthwhile.

- Send them photos of the completed facility together with letters of thanks, or perhaps a council resolution.
- Be appreciative.
- Send a prompt "thank you" to helpers and donors.
- If you have an official completion or opening ceremony, it would be a good idea to invite key grantor agency people and your legislators.
- Your community or organization might want to award a certificate of appreciation to benefactors at community events.
- Special gifts can be impressive such as large photos, plaques, or a packet of hand-written "thank you" cards from community leaders, etc.

This kind of follow-up is very important. Grant funders including state agency people, corporate and foundation funders, and legislators will tend to favor communities or organizations that can use capital and/or program funds wisely, for worthwhile public purposes, and without controversy or hassle.



They will remember those communities or organizations that remember them, who keep them informed, and who extend professional courtesy beyond just the grant seeking stage.

## Where To Get More Help

Don't overlook that you can obtain a copy of the grant review comments from the reviewers at the conclusion of the grant application review process. Asking for feedback from the reviewers shows that you are serious about your project.

### **Eight Ways To Make Your Grant Proposal Successful!**

- Make sure the application is neat, complete, accurate, convincing, and sent in on time.
- Conduct on-going capital improvements project planning.
- Provide detailed, specific, and descriptive grant applications.
- Carefully prepare the grant application design.
- Be courteous, but persistent while lobbying for your project.
- Pay attention to all details in the grant application process, including grant reporting, financial management, and records management.
- Follow-up with courtesies to grant funders.
- Keep a SENSE OF HUMOR.
- **Don't Give Up**



**"Don't give up if your project is not funded. Even if your grant proposal is rejected, you have at least gotten your foot in the door. Continue to lobby your grant contacts. Keep them informed of your achievements, growth, and progress. You might strike the right note with the grant**

## **End Notes**

<sup>1</sup> Thriving on Change, Vol. 1.1, November, 1992 (Denali Publications)

<sup>2</sup> "What Your Nonprofit Group Needs Is...", The Foundation Center Collection at The Juneau Public Library.

<sup>3</sup> Capital Project Management: A Guidebook to Help Communities Prepare For Construction Projects, State of Alaska, DCED, June, 1986.

<sup>4</sup> Source: Proposal Writing Format Guide. Quoted from Duane Dale and Nancy Mitiguy, Planning for a Change, Citizen Involvement Project, (University of Massachusetts, Amherst, Massachusetts 01003).

<sup>5</sup> Capital Improvements Planning: A Guidebook For Rural Alaskan Communities, State of Alaska, DCED, September, 1984.

- <sup>6</sup> Source: Proposal Writing Format Guide: Quoted from "Project SNAP in Flint, Michigan" Brochure.
- <sup>7</sup> 1991 State Aid Catalog, prepared by the Alaska Municipal League (AML), for the use of its members and other local governments in Alaska. Published annually. To obtain a copy, contact AML at 217 Second Street, Suite 200, Juneau, Alaska 99801 (907/586-1325).
- <sup>8</sup> Economic Development Resource Guide: A Directory of Economic Assistance for Communities, 7<sup>th</sup> Edition, prepared by the Alaska Department of Community and Economic Development, July 1992. Copies of the EDRG may be requested from the Community and Rural Development Division (CARD), P.O. Box 112100, Juneau, AK 99811-2100. (907/465-4890).
- <sup>9</sup> Cynthia M. Adams, "Introduction to Grant Writing," Presentation at the 42nd Alaska Municipal League Local Government Conference, Juneau, 1992. See also, Cynthia M. Adams, Introduction to Grant Writing, November, 1992, Alaska Funding Exchange, P.O. Box 81382, Fairbanks, AK 99708-1382 (907/455-4105),
- <sup>10</sup> Quoted in the Corporate and Foundation Fundraising Manual for Native Americans, Corporate Resource Consultants, 6233 Harrison, Kansas City, Missouri 64110 (816/361-2059). For more information on corporate and foundation support see also: Lee Decker and Judith McManus, Grants and Foundation Support: Selected Sources of Information, CRS, The Library of Congress, December 18, 1973, Revised February 1, 1984, Report No. 84-43 C; Anthony Nakazawa and Shirley Wolkoff, Corporate Giving Programs In Alaska, Cooperative Extension Service, May 1991; and, Anthony Nakazawa and Bryan MacLean, Foundation Funding Sources for Rural Development, Cooperative Extension Service, February 22, 1991. Cooperative Extension Service publications are available by calling 907/276-2433
- <sup>11</sup> "What Your Nonprofit Group Needs Is...", The Foundation Center Collection at The Juneau Public Library. Reference Librarians are on duty at the Juneau Public Library (907/586-5267) to assist in locating and using relevant materials at the Foundation Center.
- <sup>12</sup> Jodi Kilcup, "Playing the Grants Game," Alaska Business Monthly, October, 1992, pp. 85-90.
- <sup>13</sup> Jodi Kilcup, "Playing the Grants Game," Alaska Business Monthly, October, 1992, pp. 85-90.
- <sup>14</sup> Corporate Resource Consultants, "Grant Maker Characteristics."
- <sup>15</sup> Capital Improvements Planning: A Guidebook For Rural Alaskan Communities, State of Alaska, DCED, September, 1984. Other useful guides on local financing options include Harvesting Hometown Jobs: a small-town guide to local economic development; Keys to Successful Funding: a small town guide to Community Development Block Grants and other federal programs; and Innovative Grassroots Financing: a small town guide to raising funds and cutting costs by the National Association of Towns and Townships (NATaT). NATaT publishes reports examining current problems and issues facing elected officials in small towns and rural communities. NATaT's address is: 1522 K Street, N.W., Suite 730, Washington, D.C. 20005 (202/737-5200).
- <sup>16</sup> Capital Improvements Planning: A Guidebook For Rural Alaskan Communities, State of Alaska, DCED, September, 1984.
- <sup>17</sup> Gretchen Mannix, Basic Grantwriting Techniques and Sample REDI Application Formats, developed and presented for Community Enterprise Development Corporation of Alaska, CEDC Annual Meeting, February 17-18, 1988, Anchorage, Alaska.
- <sup>18</sup> This discussion on the grant budget relies heavily on Pulling Together: A Manual For Community Development, State of Alaska, Department of Health & Social Services, Rural and Native Services. Fall. 1990.
- <sup>19</sup> Lee Decker, Writing The Grant Proposal, Congressional Research Service, The Library of Congress, April 1, 1985. This report describes the major components of a grant proposal and presents some basic guidelines for proposal writing. It provides suggestions on organizing and packaging a proposal when the funding sources does not require a specific format. Some of the

suggestions may also be helpful in filling out application forms supplied by the grant making agency.

<sup>20</sup> Lee Decker, Writing the Grant Proposal.

<sup>21</sup> "Application for Financial Assistance," Administration For Native Americans (ANA), U.S. Department of Health & Human Services, N.D. See also "Business Plan Guidelines For Economic Development projects," ANA, July, 1987. The Guidelines provide three papers on business plans which may be helpful in planning a business related economic development project. In addition, see the Economic and Community Development Resource Guide for Native Americans, Association on American Indian Affairs, Inc., 95 Madison Avenue, New York, N.Y. 10016.

<sup>22</sup> Cynthia M. Adams, Introduction To Grant Writing.

<sup>23</sup> ANA, "Application for Financial Assistance."

<sup>24</sup> Cynthia M. Adams, Introduction To Grant Writing.

<sup>25</sup> Cynthia M. Adams, Introduction To Grant Writing.

<sup>26</sup> A variety of sources were used for this section, including: Pulling Together: A Manual For Community Development; FY 94 Rural Economic Development Initiative (REDI)-Community Development Block Grant (CDBG) Handbook and Application packet; FY 93 & 94 REDI-RDA Mini-Grant Application; and, FY 94 Rural Economic Development Initiative (REDI) - Rural Development Assistance (RDA) Handbook and Application packets.

<sup>27</sup> Source: Capital Improvements Planning: A Guidebook For Rural Alaskan Communities, State of Alaska, DCED, September, 1984.

<sup>28</sup> This discussion relies largely on What Is Site Control? ... and why is it important in planning and building community projects? State of Alaska, DCED, June, 1986. See also: Local Government Handbook, 3<sup>rd</sup> Edition, State of Alaska, DCED, August, 1987; Capital Project Management: A Guidebook to Help Communities Prepare For Construction Projects, State of Alaska, DCED, June, 1986; Capital Improvements Planning: A Guidebook For Rural Alaskan Communities, State of Alaska, DCED, September, 1984; and, Capital Improvements Planning: A Guidebook For Alaskan Municipalities, State of Alaska, DCED, May, 1985.

<sup>29</sup> Proposal Writing Format Guide: "Basic B's for every Fund Raising Project," Distributed by the SNAP Support System Clearinghouse, 1017 Avon Street, Flint, Michigan 48503.

<sup>30</sup> Capital Project Cookbook, No Date.

<sup>31</sup> Proposal Writing Format Guide: "How To Get Foundation Money: 15 Hot Tips to Cold Cash," Reprinted from Business Writer Association, July/August, 1978. Source: Distributed by the SNAP Support System Clearinghouse

## Appendices

<b>Appendix A</b>	Pre-application Checklist: What to do before submitting the Grant Application
<b>Appendix B</b>	Determining Your Commitment: The Who, What, How Checklist

<b>Appendix C</b>	Project Action Plan Worksheet
<b>Appendix D</b>	Grant Line Item Budget Format
<b>Appendix E</b>	Labor and Fringe Benefits Worksheet
<b>Appendix F</b>	Grant Progress Report / Advance Request Form
<b>Appendix G</b>	Grantee Administrative Capability Checklist
<b>Appendix H</b>	Americans with Disabilities Act (ADA) Certification
<b>Appendix I</b>	Operation and Maintenance (O&M) Worksheet
<b>Appendix J</b>	Alabama Miscellaneous Resources <ul style="list-style-type: none"> <li>• State Websites</li> <li>• Federal Websites</li> <li>• Data and Statistics Links</li> <li>• Regional Councils of Government</li> <li>• Community Foundations of Alabama</li> </ul>

## **Appendix A**

### **Pre-Application Checklist**

#### **What to do before you submit your Grant Application**

- ☐ Read the completed application from start-to-finish.
- ☐ Have one or more other persons who did not write any of the application read it to get an impartial, objective opinion.
- ☐ Ask yourself and other local reviewers the following types of questions:
  - ☐ Does each section of the application logically relate to the other sections? Are the goals of the project clearly stated?
  - ☐ Has information - and documentation - or resource availability and commitment been provided?
  - ☐ Have both management and financial capabilities been fully demonstrated and documented? Have key personnel/positions been identified and qualifications provided?
  - ☐ Are the objectives and activities proposed appropriate and realistic in terms of the results/outcomes expected?
  - ☐ Do the objectives and activities address a major problem(s) in your community?
  - ☐ Does each proposed project objective clearly relate to the community development plan, long-range goals, short-range needs/problems, etc.
  - ☐ Are the project's proposed results/benefits/outcomes achievable? Measurable?
  - ☐ Has all budget-related information been provided, documented, and justified?
  - ☐ Are time frames realistic in view of the activities proposed and resources available? Is staff appropriate to the work loads/activities identified in the program narrative?
  - ☐ Is all of the information in the application consistent?
- ☐ Keep supporting materials in the grant application to a minimum. Examples of appropriate documents for inclusion in your application (or an Appendix) include:
  - ☐ documentation of financial capability
  - ☐ resumes and/or position descriptions
  - ☐ keep these brief;

- documentation of management capabilities, including an organizational chart and an identification of persons responsible for overall project management and reporting;
  - letters of resource commitments (these document agreements to provide specific types of support for your proposed project);
  - relevant parts of your community social and economic development plans; and,
  - business plans, marketing studies, economic feasibility studies, design/engineering studies, and life cycle cost analysis, etc.
- Do whatever you can to structure your application so that reviewers can more easily read and understand it. For example,
- check for typographical and computational errors;
  - number the pages sequentially;
  - include a Table of Contents at the beginning of your application; and,
  - ask for help. (See Appendices for sources of help.)

*Source: "A supplemental Guide For Developing & Writing An ANA application For Financial Assistance," Revised October, 1989 for Program Announcement 13612-902.*

## **Appendix B**

### **Determining Your Commitment: The Who, What, How Checklist**

#### **The Who Questions**

- ☐ Who are you?
- ☐ Who decided this project or program was a priority?
- ☐ Who was involved?
- ☐ Who authorized you or the group to proceed with the project?
- ☐ Who, What, and How were comments on the project or program received?
- ☐ Who helped you work on the development of the project?
- ☐ Who else supports the project?
- ☐ Who will benefit from the project?
- ☐ Who will be hired (temporary and permanent; full-time and part-time) by the project?

#### **The What Questions**

- ☐ What are you going to do?
- ☐ What is the nature of the project or program?
- ☐ What are the existing conditions and needs?
- ☐ What are the project or program goals and objectives?
- ☐ What will the project or program accomplish or resolve?
- ☐ What is the impact of the project?
- ☐ What community benefits will result?
- ☐ What other community groups are working on the project?
- ☐ What jobs will result from the project?
- ☐ What jobs will be retained because of the project?
- ☐ What local resources will be used?
- ☐ What funding have you tried to get or do you have?

#### **The How Questions**

- ☐ How are you planning to complete the project?
- ☐ How would you describe your organization's fiscal management system?
- ☐ How would you describe project time frames?
- ☐ How are other agencies/organizations involved with the project?
- ☐ How can you demonstrate their involvement?
- ☐ How have you achieved site control?
- ☐ How can you establish all project costs (including material, freight, insurance, contractual, labor, supplies, maintenance, etc.)?
- ☐ How is the full cost of the project to be funded?



- ☐ How will this project benefit the community?
- ☐ How will this project or program use existing resources in the community?

*Source: Former Department of Community and Regional Affairs, Community and Rural Development Division*

## Appendix C

### Project Action Plan Worksheet

#### Project Action Plan Worksheet

<b>Name of Community:</b>				
<b>Goal of this Activity:</b>				
<b>Objectives of this Activity:</b>				
<b>What Are the Activities? (Tasks)</b>	<b>Who Will Do It? (Persons Responsible)</b>	<b>Resources Needed and Available?</b>	<b>Budget Available</b>	<b>Completion Date (Time Frames)</b>

*Adapted from: "Community Action Planning," Evaluating Service-Learning Programs, Washington, D.C., ACTION, National Service Volunteer Program, Washington, D.C., 1978. Source: Minnesota Office on Volunteer Services: Volunteer for Minnesota: A Project for Developing Public/Private Partnerships in Communities.*

## Appendix D

### Grant Line Item Budget Format

Grant Line Item Budget Format

Cost Category	Grant You Are Applying For	Other State or Federal Funds	Local Cash Contributions	In-kind Contributions
Labor				
Fringe Benefits				
Travel / Per Diem				
Facility Expenses				
Supplies				
Equipment				
Rental				
Contractual				
Insurance				
Other				
Indirect Costs				
<b>Total</b>				

*Source: Former Department of Community and Regional Affairs, Community and Rural Development Division*

## Appendix E

### Labor and Fringe Benefits Worksheet

**Labor and Fringe Benefits Worksheet**

Position	Wage Rate x	No. of Hours =	Gross Wages	FICA	ESC	Workers Comp.	Other	Total Labor Cost
Totals								

Be sure to attach price quotes / estimates for materials, labor, fringe benefits, equipment rental, insurance, and contractual, etc. See list below:

- **Materials:** Attach materials list and price quotes.
- **Freight:** Attach freight estimate from vendor(s).
- **Equipment Rental:** Identify equipment to be rented, who it will be rented from, and rates.
- **Equipment Purchase:** Identify equipment to be purchased and price quotes.
- **Contractual:** Identify any contractual agreements anticipated and provide cost estimates.
- **Insurance:** Provide evidence that you have, or will obtain, the insurance required for this project and cost estimates.
- **Other:** If applicable, explain.
- **Administration:** If applicable, explain.

*Worksheet Source: Former Department of Community and Regional Affairs, Community and Rural Development Division*

**Appendix F**  
**Grant Progress Report / Advance Request Forms**

Grantee: \_\_\_\_\_

Project Title: \_\_\_\_\_

Grant Agreement Number: \_\_\_\_\_

For the Month(s) of \_\_\_\_\_ 20\_\_

**I. Report on Project Activities**

A. Work completed since last report.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

B. Describe existing or potential problems with the project.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

C. Activities and expenditures planned for next reporting period.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



<b>Totals</b>				

### Certification

**Requires two signatures.** The person certifying must be different from the person preparing the report. One signature should be the highest ranking officer of the Grantee organization; if unavailable, the second highest ranking officer.

I certify that to the best of my knowledge and belief the information above is correct and funds were spent in accordance with Grant Agreement terms and conditions.

Certified By: \_\_\_\_\_  
\_\_\_\_\_

Prepared By:

Title: \_\_\_\_\_ Date: \_\_\_\_\_ Title: \_\_\_\_\_ Date: \_\_\_\_\_

Page 2 of 2

*Source: Former Department of Community and Regional Affairs, Division of Administrative Services.*

## Appendix G

### Grantee Administrative Capability Checklist

The following "Grantee Administrative Capability" Checklist can help you to determine if you have adequate administrative capabilities to manage grant funds.

**Yes    No**

- |                          |                          |   |
|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | Does your organization or community have the cash resources to administer a cost reimbursable grant? (If so, identify the source and amounts of funding.) "Cost reimbursable" means that the grantee is expected to pay for grant expenses as they are incurred and submit a billing at the end of the month for reimbursement. This requires that the grantee have the cash resources to typically cover at least thirty to forty-five days' cash needs. |
| <input type="checkbox"/> | <input type="checkbox"/> | Do you have, or can you acquire General Liability, Workmens' Compensation, and Automobile insurance coverage, if necessary? (Identify your insurance carrier.)  |
| <input type="checkbox"/> | <input type="checkbox"/> | Have there been any audit findings for the previous three (3) years? If yes, describe the findings and how they were resolved.  |
| <input type="checkbox"/> | <input type="checkbox"/> | If you have not had any audits in the past three years would you consent to one being conducted prior to the closing of the grant using funds from the grant?   |
| <input type="checkbox"/> | <input type="checkbox"/> | Are there any outstanding significant claims against your organization or community?  |
| <input type="checkbox"/> | <input type="checkbox"/> | Does your organization currently owe any money to the Internal Revenue Service (IRS) or to the State of Alabama?  |

- ☒ List other sources and amounts of funding you have administered in the past five (5) years.
- ☒ Briefly describe your current administrative structure. Attach an organizational chart, if available.
- ☒ Provide a brief background or description of the experience of key personnel who will be responsible for administering the grant.
- ☒ Describe if your community or organization is currently involved in any pending or possible law suits or disputes?



## **Appendix H**

### **Americans with Disabilities Act (ADA) Certification**

#### **ADA Certification**

##### **(Grantee, Applicant, Contractor) Notice**

By signature on this form, the (Grantee, Applicant, Contractor) certifies that they will comply with regulations, policies, guidelines and requirements as they relate to the application, acceptance and use of state funds for this state capital project. Also the (Grantee, Applicant, Contractor) assures and certifies:

1. When applicable it will comply with the Americans with Disabilities Act of 1990 (P.L. 101-336), Title I - "Employment." In accordance with Title I of that Act no covered entity shall discriminate against a qualified individual with a disability because of the disability of such individual in regard to job application procedures, the hiring, advancement, or discharge of employees, compensation, job training, and other terms, conditions, and privileges of employment.
2. When applicable it will comply with the Americans with Disabilities Act of 1990 (P.L. 101-336), Title II - "Public Services." In accordance with Title II of the Act, no qualified individual with a disability shall, by reason of such disability, be excluded from participation in or be denied the benefits of the services, programs, or activities of a public entity, or be subjected to discrimination by any such entity.
3. When applicable it will comply with the Americans with Disabilities Act of 1990 (P.L. 101-336), Title II, Part 35, Section 35.151 - "New Construction and Alterations," which provides as follows:
  - a. Design and Construction: Each facility or part of a facility constructed by, on behalf of, or for the use of a public entity shall be designed and constructed in such manner that the facility or part of the facility is readily accessible to and usable by individuals with disabilities, if the construction was commenced after January 26, 1992.
  - b. Alteration: Each facility or part of a facility altered by, on behalf of, or for the use of a public entity in a manner that affects or could affect the usability of the facility or part of the facility shall, to the maximum extent feasible, be altered in such a manner that the altered portion of the facility is readily accessible to and usable by individuals with disabilities, if the alteration was commenced after January 26, 1992.
  - c. Accessibility Standards: Design, construction, or alteration of facilities in conformance with the Uniform Federal Accessibility Standards (UFAS) (Appendix A to 41 CFR Part 101-19.6) or with the Americans with Disabilities Act Accessibility Guidelines for Buildings and Facilities (ADAAG) (Appendix A to 28 CFR Part 36) shall be deemed to comply with the requirements of this

section with respect to those facilities, except that the elevator exemption contained at section 5.1.3(5) and section 4.1.5(j) of ADAAG shall not apply.

4. When applicable it will comply with the Americans with Disabilities Act of 1990 (P.L. 101-336), Title III, Part 36, Section 36.401 - "New Construction." Except as provided in paragraphs (b) and (c) of the Act, discrimination for purposes of this part includes a failure to design and construct facilities for first occupancy after January 26, 1992, that are readily accessible to and usable by individuals with disabilities.
5. When applicable it will comply with the Americans with Disabilities Act of 1990 (P.L. 101-336), Title III, Part 36, Section 36.402 - "Alterations," which provides as follows:
  - d. General: Any alteration to a place of public accommodation or a commercial facility, after January 26, 1992, shall be made so as to ensure that, to the maximum extent feasible, the altered portions of the facility are readily accessible to and usable by individuals with disabilities, including individuals who use wheelchairs.
  - e. Alteration: An alteration is a change to a place of public accommodation or a commercial facility that affects or could affect the usability of the building or facility or any part thereof.

Name of Applicant: \_\_\_\_\_

Printed Name Authorized Representative: \_\_\_\_\_

Title of Authorized Representative: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Appendix I

### Operation and Maintenance Costs Worksheet

**Instructions:**

Use the following "O&M Costs" Worksheet to help you calculate future operation and maintenance costs of your project.

How much will it cost? Be sure to consider the short and long-term impacts:

**Short-term Impacts:**

How much will it cost to operate and maintain the project after it is completed?

How will the project, once completed, affect the community over the short term, 1-5 years?

**Long-term Impacts:**

How will the community pay for the operation and maintenance costs? How will the project, once completed, affect the community over the long-term, say 5-10-20 year time frame?

### Operation and Maintenance Costs Worksheet

Item	Estimated Costs	Source of O&M Support
Labor		
Electricity		
Fuel		
Maintenance		
Other		
<b>Totals</b>		
Inflation Rate (% of Cost)		

## **Appendix J**

### **Alabama Miscellaneous Resources**

State Websites

Federal Websites

Data and Statistics

Regional Councils of Government

Community Foundation of Alabama

## State Websites

<a href="http://www.alabama.gov/">Alabama.Gov</a>	<a href="http://www.alabama.gov/">http://www.alabama.gov/</a>
<a href="http://www.aamu.edu/">Alabama A&amp;M University</a>	<a href="http://www.aamu.edu/">http://www.aamu.edu/</a>
<a href="http://saes.aamu.edu/Dcpus/DCPIndex.html">Community Planning &amp; Urban Studies Program</a>	<a href="http://saes.aamu.edu/Dcpus/DCPIndex.html">http://saes.aamu.edu/Dcpus/DCPIndex.html</a>
<a href="http://www.ago.state.al.us/">Alabama Attorney General</a>	<a href="http://www.ago.state.al.us/">http://www.ago.state.al.us/</a>
<a href="http://www.aces.edu/">Alabama Cooperative Extension System</a>	<a href="http://www.aces.edu/">http://www.aces.edu/</a>
<a href="http://www.aces.edu/waterquality/">Alabama Water Quality Information System</a>	<a href="http://www.aces.edu/waterquality/">http://www.aces.edu/waterquality/</a>
<a href="http://www.aces.edu/waterquality/nemo/intro.htm">Alabama Nonpoint Source Education for Municipal Officials</a>	<a href="http://www.aces.edu/waterquality/nemo/intro.htm">http://www.aces.edu/waterquality/nemo/intro.htm</a>
<a href="http://acjic.state.al.us/">Alabama Criminal Justice Information Center</a>	<a href="http://acjic.state.al.us/">http://acjic.state.al.us/</a>
<a href="http://www.archives.state.al.us/">Alabama Department of Archives &amp; History</a>	<a href="http://www.archives.state.al.us/">http://www.archives.state.al.us/</a>
<a href="http://www.adeca.state.al.us/default.aspx">Alabama Department of Economic &amp; Community Affairs</a>	<a href="http://www.adeca.state.al.us/default.aspx">http://www.adeca.state.al.us/default.aspx</a>
<a href="http://www.adeca.state.al.us/Community%20Development%20Block%20Gr/default.aspx">Community Development Block Grant Program</a>	<a href="http://www.adeca.state.al.us/Community%20Development%20Block%20Gr/default.aspx">http://www.adeca.state.al.us/Community%20Development%20Block%20Gr/default.aspx</a>
<a href="http://www.adeca.state.al.us/Office%20of%20Water%20Resources/default.aspx">Office of Water Resources</a>	<a href="http://www.adeca.state.al.us/Office%20of%20Water%20Resources/default.aspx">http://www.adeca.state.al.us/Office%20of%20Water%20Resources/default.aspx</a>
<a href="http://www.adeca.state.al.us/Workforce%20Development/default.aspx">Office of Workforce Development</a>	<a href="http://www.adeca.state.al.us/Workforce%20Development/default.aspx">http://www.adeca.state.al.us/Workforce%20Development/default.aspx</a>
<a href="http://www.alsde.edu/html/home.asp">Alabama Department of Education</a>	<a href="http://www.alsde.edu/html/home.asp">http://www.alsde.edu/html/home.asp</a>
<a href="http://www.adem.state.al.us/">Alabama Department of Environmental Management</a>	<a href="http://www.adem.state.al.us/">http://www.adem.state.al.us/</a>
<a href="http://www.finance.state.al.us/">Alabama Department of Finance</a>	<a href="http://www.finance.state.al.us/">http://www.finance.state.al.us/</a>
<a href="http://www.isd.state.al.us/">Information Services Division</a>	<a href="http://www.isd.state.al.us/">http://www.isd.state.al.us/</a>
<a href="http://www.homelandsecurity.alabama.gov/">Alabama Department of Homeland Security</a>	<a href="http://www.homelandsecurity.alabama.gov/">http://www.homelandsecurity.alabama.gov/</a>
<a href="http://dir.alabama.gov/">Alabama Department of Industrial Relations</a>	<a href="http://dir.alabama.gov/">http://dir.alabama.gov/</a>

<a href="#"><u>ACLMIS</u></a>	<a href="http://www2.dir.state.al.us/vlmi/">http://www2.dir.state.al.us/vlmi/</a>
<a href="#"><u>Alabama Department of Public Health</u></a>	<a href="http://www.adph.org/Default.asp?bhcp=1">http://www.adph.org/Default.asp?bhcp=1</a>
<a href="#"><u>Alabama Department of Revenue</u></a>	<a href="http://www.ador.state.al.us/">http://www.ador.state.al.us/</a>
<a href="#"><u>Office of Economic Development</u></a>	<a href="http://www.ador.state.al.us/geopage.html">http://www.ador.state.al.us/geopage.html</a>
<a href="#"><u>Alabama Department of Senior Services</u></a>	<a href="http://www.adss.state.al.us/">http://www.adss.state.al.us/</a>
<a href="#"><u>Alabama Department of Transportation</u></a>	<a href="http://www.dot.state.al.us/docs">http://www.dot.state.al.us/docs</a>
<a href="#"><u>Alabama Development Office</u></a>	<a href="http://ado.state.al.us/loginflash.asp">http://ado.state.al.us/loginflash.asp</a>
<a href="#"><u>Alabama Emergency Management Agency</u></a>	<a href="http://www.ema.alabama.gov/">http://www.ema.alabama.gov/</a>
<a href="#"><u>Alabama Ethics Commission</u></a>	<a href="http://www.ethics.alalinc.net/">http://www.ethics.alalinc.net/</a>
<a href="#"><u>Alabama Historical Commission</u></a>	<a href="http://www.preserveala.org/">http://www.preserveala.org/</a>
<a href="#"><u>Alabama Legislature</u></a>	<a href="http://www.legislature.state.al.us/">http://www.legislature.state.al.us/</a>
<a href="#"><u>ALISON</u></a>	<a href="http://alisdb.legislature.state.al.us/acas/alisonstart.asp">http://alisdb.legislature.state.al.us/acas/alisonstart.asp</a>
<a href="#"><u>Legislative Reference Service</u></a>	<a href="http://www.lrs.state.al.us/">http://www.lrs.state.al.us/</a>
<a href="#"><u>Alabama Medicaid Agency</u></a>	<a href="http://www.medicaid.state.al.us/">http://www.medicaid.state.al.us/</a>
<a href="#"><u>Alabama Office of the State Climatologist</u></a>	<a href="http://vortex.nsstc.uah.edu/aosc/">http://vortex.nsstc.uah.edu/aosc/</a>
<a href="#"><u>Alabama Public Service Commission</u></a>	<a href="http://www.psc.state.al.us/">http://www.psc.state.al.us/</a>
<a href="#"><u>Alabama Secretary of State</u></a>	<a href="http://www.sos.state.al.us/">http://www.sos.state.al.us/</a>
<a href="#"><u>Alabama State University</u></a>	<a href="http://www.alasu.edu/home/default.aspx">http://www.alasu.edu/home/default.aspx</a>
<a href="#"><u>Auburn University</u></a>	<a href="http://www.auburn.edu/">http://www.auburn.edu/</a>
<a href="#"><u>Center for Governmental Services</u></a>	<a href="http://www.auburn.edu/outreach/cgs/">http://www.auburn.edu/outreach/cgs/</a>
<a href="#"><u>Community Planning Program</u></a>	<a href="http://www.cplan.auburn.edu/">http://www.cplan.auburn.edu/</a>
<a href="#"><u>Economic Development Institute</u></a>	<a href="http://www.auburn.edu/outreach/edi/">http://www.auburn.edu/outreach/edi/</a>
<a href="#"><u>Auburn University Montgomery</u></a>	<a href="http://www.aum.edu/home.cfm">http://www.aum.edu/home.cfm</a>
<a href="#"><u>Center for Advanced Technologies</u></a>	<a href="http://www.cat.aum.edu/">http://www.cat.aum.edu/</a>

<a href="http://www.cbed.aum.edu/">Center for Business &amp; Economic Development</a>	<a href="http://www.cbed.aum.edu/">http://www.cbed.aum.edu/</a>
<a href="http://www.demographics.aum.edu/">Center for Demographic Research</a>	<a href="http://www.demographics.aum.edu/">http://www.demographics.aum.edu/</a>
<a href="http://www.cgov.aum.edu/">Center for Government</a>	<a href="http://www.cgov.aum.edu/">http://www.cgov.aum.edu/</a>
<a href="http://www.gsa.state.al.us/">Geological Survey of Alabama</a>	<a href="http://www.gsa.state.al.us/">http://www.gsa.state.al.us/</a>
<a href="http://www.blackbeltaction.org/">Governor's Commission for Action in Alabama's Black Belt</a>	<a href="http://www.blackbeltaction.org/">http://www.blackbeltaction.org/</a>
<a href="http://www.jsu.edu/">Jacksonville State University</a>	<a href="http://www.jsu.edu/">http://www.jsu.edu/</a>
<a href="http://iep.jsu.edu/">Institute for Emergency Preparedness</a>	<a href="http://iep.jsu.edu/">http://iep.jsu.edu/</a>
<a href="http://www.rsa.state.al.us/">Retirement Systems of Alabama</a>	<a href="http://www.rsa.state.al.us/">http://www.rsa.state.al.us/</a>
<a href="http://www.riversofalabama.org/">Rivers of Alabama</a>	<a href="http://www.riversofalabama.org/">http://www.riversofalabama.org/</a>
<a href="http://www.seib.state.al.us/2k2/">State Employees' Insurance Board</a>	<a href="http://www.seib.state.al.us/2k2/">http://www.seib.state.al.us/2k2/</a>
<a href="http://www.troyst.edu/">Troy University</a>	<a href="http://www.troyst.edu/">http://www.troyst.edu/</a>
<a href="http://sbdc.troyst.edu/">Small Business Development Center</a>	<a href="http://sbdc.troyst.edu/">http://sbdc.troyst.edu/</a>
<a href="http://www.ua.edu/">University of Alabama</a>	<a href="http://www.ua.edu/">http://www.ua.edu/</a>
<a href="http://cber.cba.ua.edu/asdc.html">Alabama State Data Center</a>	<a href="http://cber.cba.ua.edu/asdc.html">http://cber.cba.ua.edu/asdc.html</a>
<a href="http://www.as.ua.edu/geography/cartlab/">Cartographic Research Laboratory</a>	<a href="http://www.as.ua.edu/geography/cartlab/">http://www.as.ua.edu/geography/cartlab/</a>
<a href="http://cber.cba.ua.edu/">Center for Business &amp; Economic Research</a>	<a href="http://cber.cba.ua.edu/">http://cber.cba.ua.edu/</a>
<a href="http://universityrelations.ua.edu/communitydirectory/searchviewer.cfm?id=117">Center for Economic Development</a>	<a href="http://universityrelations.ua.edu/communitydirectory/searchviewer.cfm?id=117">http://universityrelations.ua.edu/communitydirectory/searchviewer.cfm?id=117</a>
<a href="http://cmha.ua.edu/">Center for Mental Health &amp; Aging</a>	<a href="http://cmha.ua.edu/">http://cmha.ua.edu/</a>
<a href="http://irhr.ua.edu/">Institute for Rural Health Research</a>	<a href="http://irhr.ua.edu/">http://irhr.ua.edu/</a>
<a href="http://www.una.edu/">University of North Alabama</a>	<a href="http://www.una.edu/">http://www.una.edu/</a>
<a href="http://www.una.edu/conted/planning.htm">Alabama Planning Institute</a>	<a href="http://www.una.edu/conted/planning.htm">http://www.una.edu/conted/planning.htm</a>

## **Federal Websites**

### **Federal Statistics**

<http://www.fedstats.gov/>

### **Aging Statistics**

<http://www.agingstats.gov/>

### **American FactFinder**

<http://factfinder.census.gov/servlet/BasicFactsServlet>

### **Child and Family Statistics**

<http://www.childstats.gov/>

### **County and City Data Book 2000**

<http://www.census.gov/prod/www/ccdb.html>

### **Crime and Justice Statistics**

<http://www.ojp.usdoj.gov/bjs/>

### **Economic Indicators**

<http://www.economicindicators.gov/>

### **Federally Owned and Leased Properties Database**

<http://www.iolp.gsa.gov/iolp/>

### **Geographic Data**

<http://www.fgdc.gov/>

### **Geospatial One-Stop Portal**

<http://www.geodata.gov>

### **Government Information Locator Service (GILS)**

<http://www.gils.net/index.html>

### **Health Statistics**

<http://www.cdc.gov/nchs/>

### **Labor Statistics**

<http://stats.bls.gov/>

### **Population Clock – U.S. and World**



## **Data and Statistics Links**

### **Searchable Biographies (Government Section)**

<http://www.freepint.com/gary/bibs.htm#Government>

### **Searchable Government Databases**

<http://campus.umn.edu/library/gov/datab.html>

### **Searchable Government Databases, by subject**

<http://library.stmarytx.edu/acadlib/doc/electronic/dbases.htm>

### **Searchable Government Databases U.S.G. Printing Office**

<http://www.gpoaccess.gov/multidb.html>

### **State and County Quick Facts**

<http://quickfacts.census.gov/qfd/>

### **Statistical Abstract of the United States**

<http://www.census.gov/statab/www/>

### **Transportation Statistics**

<http://www.bts.gov/>

### **U.S. Census**

<http://www.census.gov>

### **Federal Forms and Applications**

<http://www.fedforms.gov/>

### **Abbreviations and Acronyms**

[http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=2003\\_government\\_manual&docid=193760tx\\_xxx-112](http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=2003_government_manual&docid=193760tx_xxx-112)

### **Contacts and Directories**

<http://www.firstgov.gov/Contact/Directories.shtml>



# State of Alabama

Governor Bob Riley

## Regional Councils

1. Northwest Alabama Council of Local Governments  
(Cohbert, Franklin, Lauderdale, Marion, Winston)

P. O. Box 2603 - 103 Student Drive  
Muscle Shoals, Alabama 35662

Phone.....(256) 389-0500

Director.....Keith Jones

FAX.....(256) 389-0599

11. North Central Alabama Regional Council of Governments  
(Cullman, Lawrence, Morgan)

216 Jackson Street Southeast

P. O. Box C

Decatur, Alabama 35602

Phone.....(256) 355-4515

Director.....C. Ronald Matthews

FAX.....(256) 351-1380

3. Birmingham Regional Planning Commission  
(Blount, Chilton, Jefferson, Shelby, St. Clair, Walker)

2112 Eleventh Avenue, South

Magnolia Office Park, Suite 220

Birmingham, Alabama 35256

Phone.....(205) 251-8139

Director.....Larry Watts

FAX.....(205) 328-3304

2. West Alabama Planning And Development Council  
(Bibb, Fayette, Greene, Hale, Lamar, Pickens,  
Tuscaloosa)

4200 Highway 69 N., Suite #1

Northport, Alabama 35476-2048

Phone.....(205) 333-2990

Director.....Robert B. Lake

FAX.....(205) 333-2713

6. Alabama - Tombigbee Regional Commission  
(Choctaw, Clarke, Conecuh, Dallas, Marengo, Monroe,  
Perry, Sumter, Washington, Wilcox)

107 Broad Street

Camden, Alabama 36726

Phone.....(334) 682-4234

Director.....John Clyde Riggs

FAX.....(334) 682-4205

8. South Alabama Regional Planning Commission  
(Baldwin, Escambia, Mobile)

651 Church Street

P. O. Box 1665

Mobile, Alabama 36633

Phone.....(334) 433-6541

Director.....Russ Wimberly

FAX.....(334) 433-6009

12. Top of Alabama Regional Council of Governments  
(DeKalb, Jackson, Limestone, Madison, Marshall)

115 Washington Street S.E.

Huntsville, Alabama 35801

Phone.....(256) 533-3330

Director.....Bob Coker

FAX.....(256) 533-3442

4. East AL Regional Planning & Development Commission  
(Calhoun, Chambers, Cherokee, Clay, Cleburne, Coosa,  
Etowah, Randolph, Talladega, Tallapoosa)

1130 Quintard Avenue

P. O. Box 2186

Anniston, Alabama 36202

Phone.....(256) 237-6741

Director.....Bill Curtis

FAX.....(256) 237-6763

10. Lee - Russell Council of Governments  
(Lee, Russell)

2207 Gateway Drive

Opelika, Alabama 36801

Phone.....(334) 749-5264

Director.....Suzanne Burnett

FAX.....(334) 749-6582

9. Central AL Regional Planning & Development Commission  
(Autauga, Elmore, Montgomery)

125 Washington Avenue - 3rd Floor

Montgomery, Alabama 36104

Phone.....(334) 262-4300

Director.....Bob Grasser

FAX.....(334) 262-6976

5. South Central Alabama Development Commission  
(Bullock, Butler, Crenshaw, Lowndes, Macon, Pike)

5900 Carmichael Place

Montgomery, Alabama 36117

Phone.....(334) 244-6903

Director.....Tyson Howard

FAX.....(334) 270-0038

7. Southeast AL Regional Planning & Dev. Commission  
(Barbour, Coffee, Covington, Dale, Geneva, Henry, Houston)

462 North Oates Street

P.O. Box 1406

Dothan, Alabama 36302

Phone.....(334) 794-4093

Director.....Fred Dykes

FAX.....(334) 794-3288

1-800-489-7606



## ALABAMA DEPARTMENT OF ECONOMIC AND COMMUNITY AFFAIRS

Post Office Box 5690

401 Adams Avenue

Montgomery, Alabama 36103-5690

February 2002

(334) 242-5100

Fax (334) 242-4203

The Community Foundation of Greater Birmingham  
(Jefferson, Shelby, Blount, St. Clair, Walker counties)  
Kate Neilsen, President  
2100 First Avenue North, Suite 700  
Birmingham, AL 35203  
(205) 328-8641 FAX (205) 328-6576  
info@foundationbirmingham.org  
www.foundationbirmingham.org

Black Belt Community Foundation  
(Greene, Sumter, Hale, Lowndes, Dallas, Wilcox)  
Felecia Jones, Executive Director  
P.O. Box 2020  
Selma, AL 36702  
(334) 874-1126 FAX (334) 874-1131

Greater Brewton Foundation  
John David Finlay  
P.O. Box 87  
Brewton, AL 36427  
(251) 867-4881

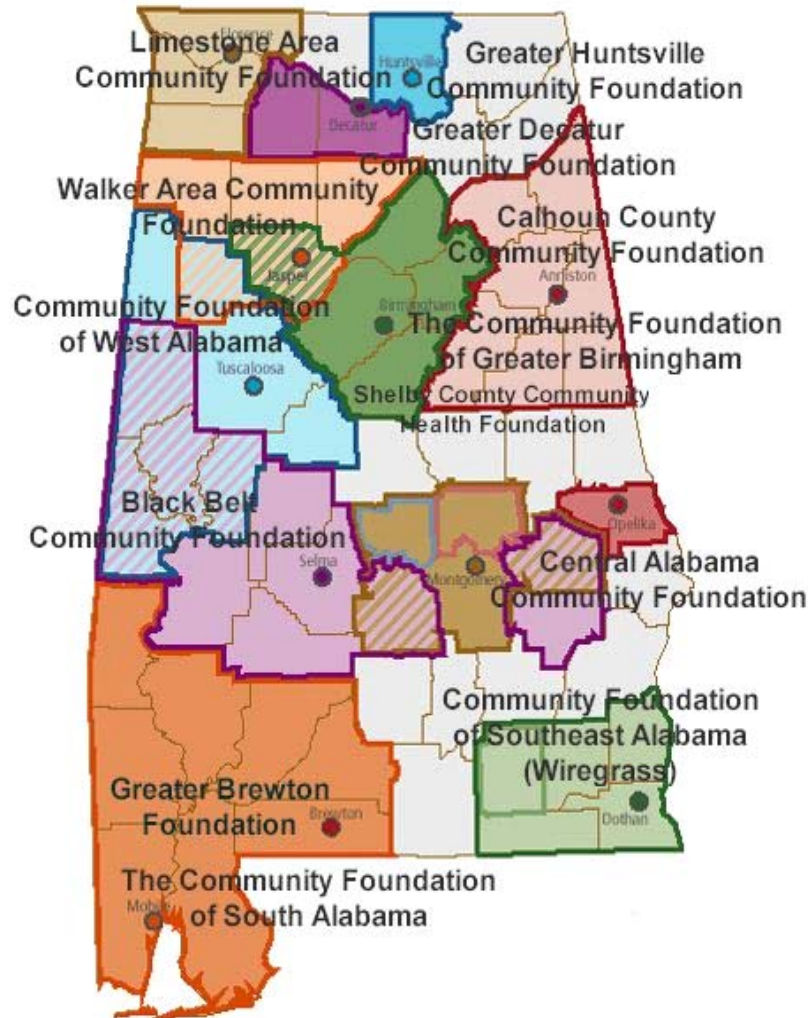
Central Alabama Community Foundation  
(Montgomery, Autauga, Elmore, Lowndes, Macon)  
Carol W. Butler, Executive Director  
P.O. Box 11587  
Montgomery, AL 36111  
(334) 264-6223 FAX (334) 263-6225

Calhoun County Community Foundation  
(Randolph, Clay, Talladega, Cleburne, Calhoun,  
Cherokee and Etowah)  
Wayne Carmello-Harper, President and CEO  
1000 Quintard Ave STE 307  
Anniston, AL 36202  
(256) 231-5160 FAX (256) 231-5161  
www.cccfoundation.org

The Community Foundation of Greater Decatur  
c/o Arthur W. Orr  
P.O. Box 2003  
Decatur, Alabama 35602  
(256) 353-5312 FAX (256) 355-0113

Greater Huntsville Community Foundation  
(Madison County)  
c/o Richard George  
AmSouth Bank – Trust Department  
P. O. Box 507  
Huntsville, AL 35804  
(256) 535-6837

Limestone Area Community Foundation  
(Limestone County)  
Martha Jo Leonard  
P.O. Box 1346  
Athens, AL 35612  
(256) 232-4200



Shelby County Community Health Foundation  
(Shelby County)  
Butch Burbage, President of Board  
1000 First Street North  
Alabaster AL 35007  
(205) 620-8400 FAX (205) 620-7187

Community Foundation of Southeast Alabama  
(Houston, Henry, Geneva, Dale, Coffee)  
Susan Belcher, Executive Director  
P.O. Box 1422  
Dothan, AL 36302  
(334) 699-1617 FAX (334) 793-0627  
www.cfsea.org

The Community Foundation of South Alabama  
(Baldwin, Choctaw, Clarke, Conecuh, Escambia, Mobile,  
Monroe, Washington counties)  
Thomas H. Davis, Executive Director  
154-A Saint Louis Street  
P.O. Box 990  
Mobile, AL 36601-0990  
(251) 438-5591 FAX (251) 438-5592  
www.communityendowment.com

Community Foundation of West Alabama  
(Tuscaloosa, Sumter, Fayette, Greene, Hale, Lamar,  
Pickens, Bibb)  
Lucy Kubiszyn, Executive Director  
P.O. Box 3033  
Tuscaloosa, AL 35403  
(205) 345-8440 or (205) 752-9020 FAX (205) 366-4000

Walker Area Community Foundation  
(Walker, Winston, Fayette)  
Carol Savage, Executive Director  
P.O. Box 171  
Jasper, AL 35502-0171  
(205) 302-0001 FAX (205) 302-0424

For community foundations in other states,  
use the Community Foundation Locator Map

Other resources for information about foundations in  
general:

Southeastern Council of Foundations  
Council on Foundations  
Foundation Center

Other resources concerning philanthropy:  
Chronicle of Philanthropy  
Philanthropy News Network

Note: This page is sponsored by The Community  
Foundation of Greater Birmingham. Click here if a link is  
not working or if you need further information from the  
webmaster. Map provided by Alabama Giving.

